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Proposed programme budget for 2021

Proposed programme budget for 2021

Part I

Overall policymaking, direction and coordination

Section 1

Overall policymaking, direction and coordination

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

** In The part consisting of the proposed programme plan for 2021 is submitted for consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 13 of resolution [72/266 A](#).

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



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Overview of resources for the regular budget

- 1.1 The proposed regular budget resources for 2021 for all policymaking organs and entities under section 1, including the breakdown of resource changes, as applicable, are reflected in tables 1.1 to 1.3 and the summary of resources by source of fund is contained in annex IV. Detailed information on the proposed programme budget for 2021 is provided under each policymaking organ and entity.

Table 1.1
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	40 118.8	41 407.2	–	133.5	(174.3)	(40.8)	(0.1)	41 366.4	1 205.9	42 572.3
Other staff costs	2 364.7	2 128.6	–	–	215.8	215.8	10.1	2 344.4	45.1	2 389.5
Compensation: non-staff	2 852.5	2 526.9	–	–	–	–	–	2 526.9	71.6	2 598.5
Hospitality	209.5	241.4	–	–	–	–	–	241.4	4.3	245.7
Consultants	934.9	690.1	(148.6)	97.6	(28.3)	(79.3)	(11.5)	610.8	11.7	622.5
Experts	3.8	–	–	–	–	–	–	–	–	–
Travel of representatives	4 070.4	4 926.9	–	1 227.5	15.6	1 243.1	25.2	6 170.0	117.3	6 287.3
Travel of staff	1 884.9	2 097.2	–	–	(16.6)	(16.6)	(0.8)	2 080.6	39.4	2 120.0
Contractual services	1 088.6	1 059.8	–	10.5	30.3	40.8	3.8	1 100.6	20.6	1 121.2
General operating expenses	3 526.9	3 334.6	–	2.5	(10.2)	(7.7)	(0.2)	3 326.9	62.7	3 389.6
Supplies and materials	46.0	137.9	–	3.5	–	3.5	2.5	141.4	2.2	143.6
Furniture and equipment	147.2	101.3	–	–	1.8	1.8	1.8	103.1	1.8	104.9
Improvements to premises	0.8	–	–	–	–	–	–	–	–	–
Fellowships, grants and contributions	20 811.8	18 435.7	–	–	–	–	–	18 435.7	92.4	18 528.1
Total	78 060.7	77 087.6	(148.6)	1 475.1	34.1	1 360.6	1.8	78 448.2	1 675.0	80 123.2

Table 1.2
Post changes^a

	Number	Level
Approved for 2020	246	1 DSG, 6 USG, 4 ASG, 9 D-2, 16 D-1, 32 P-5, 37 P-4, 33 P-3, 5 P-2/1, 14 GS (PL), 80 GS (OL), 9 LL
Establishment	3	1 P-3 and 1 GS (OL) under the Advisory Committee for Administrative and Budgetary Questions (including its secretariat) and 1 P-3 under the Office of the United Nations Ombudsman and Mediation Services
Abolishment	(1)	1 D-1 under the Office of the United Nations Ombudsman and Mediation Services
Proposed for 2021	248	1 DSG, 6 USG, 4 ASG, 9 D-2, 15 D-1, 32 P-5, 37 P-4, 35 P-3, 5 P-2/1, 14 GS (PL), 81 GS (OL), 9 LL

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

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

Table 1.3
Post resources

Category	2020 approved ^a	Changes				2021 proposed ^a	
		Technical adjustments	New/expanded mandates	Other	Total		
Professional and higher							
DSG	1	—	—	—	—	1	
USG	6	—	—	—	—	6	
ASG	4	—	—	—	—	4	
D-2	9	—	—	—	—	9	
D-1	16	—	—	(1)	(1)	15	
P-5	32	—	—	—	—	32	
P-4	37	—	—	—	—	37	
P-3	33	—	1	1	2	35	
P-2/1	5	—	—	—	—	5	
Subtotal	143	—	1	—	1	144	
General Service							
Principal level	14	—	—	—	—	14	
Other level	80	—	1	—	1	81	
Subtotal	94	—	1	—	1	95	
Other							
Local level	9	—	—	—	—	9	
Subtotal	9	—	—	—	—	9	
Total	246	—	2	—	2	248	

^a Includes 11 temporary posts (1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)).

I. Policymaking organs

- 1.2 The component would provide for requirements relating to the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the Board of Auditors, the United Nations Joint Staff Pension Fund (United Nations share), the Committee for Programme and Coordination and the Independent Audit Advisory Committee. Table 1.4 provides information and related resource requirements under the regular budget. Further details are provided under the relevant components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 1.4
Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
1. General Assembly				
(a) Travel of representatives of Member States that are least developed countries	Provides for the travel (excluding subsistence allowance) of up to 5 representatives of each of the Member States that are considered least developed countries when attending a regular session of the General Assembly and 1 representative or alternate representative to attend a special or emergency session of the Assembly	Mandate: General Assembly resolutions 1798 (XVII) and 41/213	1 245.7	1 245.7
(b) Presidents of the General Assembly	Supplements the level of support provided to the President of the General Assembly and ensures that the President shall have full authority to use funds provided in the budget for the Office	Mandate: General Assembly resolutions 52/220 , 32/214 and 54/249 and the report of the Secretary-General (52/303, para. IB.10) Seventy-fifth resumed and seventy-sixth main sessions	307.8	307.8
(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly	Provides for general temporary assistance and overtime to cover additional direct support provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly. The resources would provide for the continuation of 5 positions (2 D-2, 1 D-1, 1 P-5 and 1 GS (OL)), as well as for an overlap period of 1 month for each of the 4 positions (2 D-2, 1 D-1 and 1 P-5) to maximize the use of the transition period for incoming Presidents. Three posts (1 P-4, 1 P-3 and 1 P-2) would be made available from within the existing establishment of the Department in support of the Presidents.	Mandate: General Assembly resolutions 58/126 , 59/313 , 68/246 and 72/261 Seventy-fifth resumed and seventy-sixth main sessions	1 145.4	1 145.4
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	Responsible for the examination of and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of	Mandate: rules 155 to 157 of the rules of procedure of the General Assembly and Assembly resolutions 14 (I) and 74/267 (amending the rules of procedure of the Assembly) Membership: 21 experts	4 700.0	6 077.5

Section 1 Overall policymaking, direction and coordination

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
	the secretariat of the Advisory Committee on Administrative and Budgetary Questions include the provision of substantive, technical and administrative advice and support to the Committee on issues of policy and/or procedures	Number of sessions in 2021: 3		
3. Committee on Contributions	Provides advice to the General Assembly on the apportionment of the expenses of the Organization among its members, in accordance with Article 17, paragraph 2, of the Charter of the United Nations. The Committee on Contributions also provides advice to the Assembly on the assessments to be fixed for new members, on appeals by members for a change of assessment, on action to be taken if members default on their contributions and on any action to be taken with regard to the application of Article 19 of the Charter	Mandate: General Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly Membership: 18 experts Number of sessions in 2021: 1	318.6	318.6
4. Board of Auditors (including its secretariat)	Performs the audit of the accounts of the United Nations and its funds and programmes, including all its trust funds and special accounts, and submits the related reports to the General Assembly for its consideration The secretariat of the Board of Auditors provides substantive, technical and administrative support to the Board, its Audit Operations Committee and the Panel of External Auditors and its Technical Group, including research and analysis of documentation relevant to their activities	Mandate: General Assembly resolution 74 (I) , as amended pursuant to resolution 55/248 Membership: 3 experts Number of sessions in 2021: 4	3 748.2	3 748.2
5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	The resources would provide for travel of representatives ^a of the United Nations to meetings of the United Nations Joint Staff Pension Board and the regular budget share of the cost of Pension Fund-related services provided by the Pension Fund to the United Nations, in	Membership: 33 experts: Number of sessions in 2021: 1	5 025.1	5 025.1

Part I Overall policymaking, direction and coordination

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
	accordance with the cost-sharing arrangement as approved by the General Assembly in its resolution 74/263			
	Mandate: General Assembly resolution 248 (III)			
6. Committee for Programme and Coordination	Payment of travel expenses (economy class airfare) and subsistence allowance (at the standard rate established for Secretariat officials plus 15 per cent) to the members of the Committee for Programme and Coordination as a special exception to the basic principles contained in paragraph 2 of General Assembly resolution 1798 (XVII)	Mandate: General Assembly decision 42/450 and resolution 31/93 Membership: 34 Member States Number of sessions in 2021: 1	408.5	408.5
7. Independent Audit Advisory Committee	Responsible for advising the General Assembly on the scope, results and effectiveness of audit and other oversight functions and on measures to ensure the compliance of management with audit and other oversight recommendations The secretariat of the Independent Audit Advisory Committee provides substantive, technical and administrative support to the Committee, including research and analysis of documentation relevant to its activities	Mandate: General Assembly resolutions 60/248 and 61/275 and decision 62/413 Membership: 5 experts Number of sessions in 2021: 4	514.1	514.1
Total			17 413.4	18 790.9

^a Members appointed by the United Nations Staff Pension Committee and by the staff pension committees of other member organizations.

1. General Assembly

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

Travel of representatives of Member States that are least developed countries

- 1.3 The proposed regular budget resources for 2021 are reflected in table 1.5 and reflect no change in resource level compared with the appropriation for 2020.

Section 1 Overall policymaking, direction and coordination

Table 1.5
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Travel of representatives	1 375.3	1 245.7	–	–	–	–	–	1 245.7	23.7	1 269.4
Total	1 375.3	1 245.7	–	–	–	–	–	1 245.7	23.7	1 269.4

- 1.4 Information on compliance with regard to advance booking for air travel is reflected in table 1.6. Non-compliant travel was due to the late receipt of requests by Member States, including traveller's details and documentation. The office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.6
Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Air tickets purchased at least 2 weeks before the commencement of travel	100	33.1	100	100

Presidents of the General Assembly

- 1.5 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in table 1.7.

Table 1.7
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Other staff costs	63.4	2.0	–	–	–	–	–	2.0	–	2.0
Hospitality	41.2	69.4	–	–	–	–	–	69.4	1.3	70.7
Consultants	17.9	–	–	–	–	–	–	–	–	–
Travel of representatives	2.0	–	–	–	–	–	–	–	–	–
Travel of staff	10.4	158.9	–	–	–	–	–	158.9	3.0	161.9
Contractual services	49.8	43.2	–	–	–	–	–	43.2	0.8	44.0
General operating expenses	17.9	34.3	–	–	–	–	–	34.3	0.7	35.0
Supplies and materials	6.8	–	–	–	–	–	–	–	–	–
Furniture and equipment	6.4	–	–	–	–	–	–	–	–	–
Improvements to premises	0.3	–	–	–	–	–	–	–	–	–

Part I Overall policymaking, direction and coordination

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Fellowships, grants and contributions	59.1	–	–	–	–	–	–	–	–	–
Total	275.0	307.8	–	–	–	–	–	307.8	5.8	313.6

- 1.6 Additional details on the distribution of proposed resources for 2021 are reflected in table 1.8 and figure 1.I.
- 1.7 As reflected in table 1.8 (1), the overall resources proposed for 2021 amount to \$307,800 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 1.8 As reflected in table 1.8 (2), the office receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$1,750,000 are expected to be received, which would provide for additional temporary assistance capacity. Extrabudgetary resources represent 84.8 per cent of the total resources for the office.

Table 1.8
Evolution of financial resources by component

(Thousands of United States dollars)

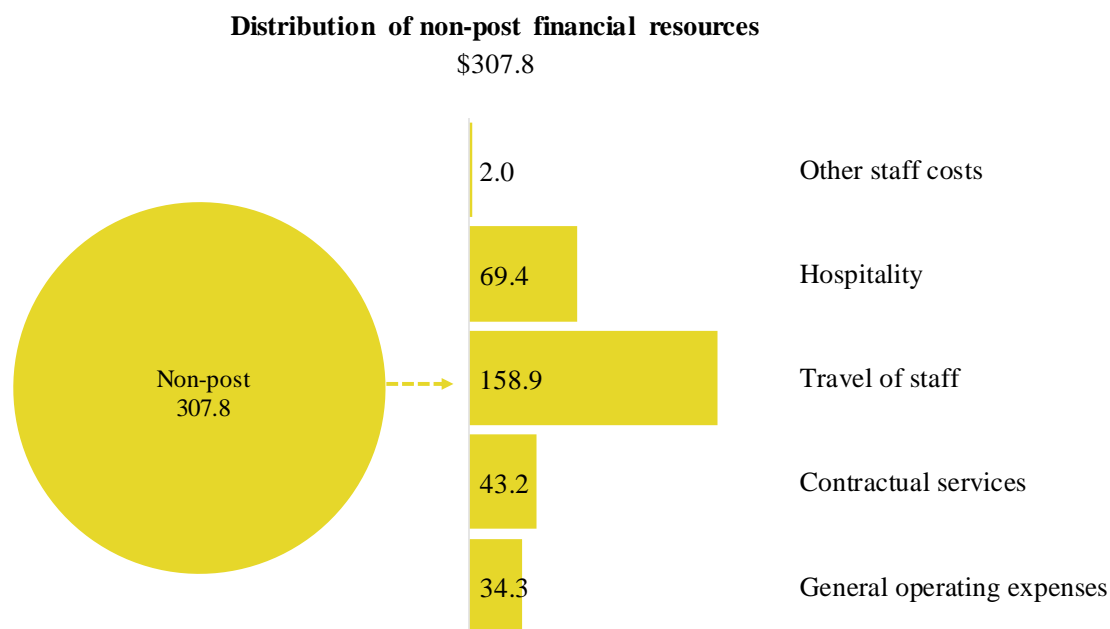
(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Polymaking organs	275.0	307.8	–	–	–	–	–	307.8	5.8	313.6
Subtotal, 1	275.0	307.8	–	–	–	–	–	307.8	5.8	313.6

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Polymaking organs	2 365.5	1 750.0	1 750.0
Subtotal, 2	2 365.5	1 750.0	1 750.0
Total	2 640.5	2 057.8	2 063.6

Figure 1.1
Distribution of proposed resources for 2021 (before recosting)
 (Thousands of United States dollars)



- 1.9 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.9. Non-compliant travel was due to late event planning and nomination of participants as a result of varying travel requirements. The office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.9
Compliance rate
 (Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	8.3	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	8.3	100	100

**Department for General Assembly and Conference Management backstopping
of the Presidents of the General Assembly**

- 1.10 The proposed regular budget resources for 2021 are reflected in table 1.10 and reflect no change in the resource level compared with the appropriation for 2020.

Table 1.10
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Other staff costs	1 316.6	1 145.4	–	–	–	–	–	1 145.4	21.8	1 167.2
Total	1 316.6	1 145.4	–	–	–	–	–	1 145.4	21.8	1 167.2

- 1.11 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.11. Non-compliance travel for the Office of the President of the General Assembly is due to the processing of traveller's details and documentation. The office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.11
Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	50.0	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	66.7	100	100

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

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

- 1.12 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.12 to 1.14.

Table 1.12
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Post	1 889.4	1 955.2	–	133.5	–	133.5	6.8	2 088.7	64.8	2 153.5
Other staff costs	9.1	89.4	–	–	–	–	–	89.4	1.7	91.1
Compensation: non-staff	324.3	290.1	–	–	–	–	–	290.1	5.5	295.6
Travel of representatives	1 852.2	2 258.6	–	1 227.5	–	1 227.5	54.3	3 486.1	66.2	3 552.3
Travel of staff	106.1	17.7	–	–	–	–	–	17.7	0.3	18.0
Contractual services	2.0	45.0	–	10.5	–	10.5	23.3	55.5	1.1	56.6
General operating expenses	16.1	28.3	–	2.5	–	2.5	8.8	30.8	0.5	31.3

Section 1 Overall policymaking, direction and coordination

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total			
Supplies and materials	6.7	5.7	–	3.5	–	3.5	61.4	9.2	9.4
Furniture and equipment	26.4	10.0	–	–	–	–	–	10.0	10.2
Total	4 232.3	4 700.0	–	1 377.5	–	1 377.5	29.3	6 077.5	6 218.0

Table 1.13
Post changes^a

	Number	Level
Approved for 2020	10	1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 GS (PL), 2 GS (OL)
Establishment	2	1 P-3 and 1 GS (OL)
Proposed for 2021	12	1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 P-3, 1 GS (PL), 3 GS (OL)

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

Table 1.14
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	2	—	—	—	—	2
P-4	3	—	—	—	—	3
P-3	—	—	1	—	1	1
Subtotal	7	—	1	—	1	8
General Service						
Principal level	1	—	—	—	—	1
Other level	2	—	1	—	1	3
Subtotal	3	—	1	—	1	4
Total	10	—	2	—	2	12

1.13 Additional details on the distribution of proposed resources for 2021 are reflected in tables 1.15 to 1.17 and figure 1. II.

1.14 As reflected in tables 1.15 (1) and 1.16 (1), the overall resources proposed for 2021 amount to \$6,077,500 before recosting, reflecting a net increase of \$1,377,500 (or 29.3 per cent) compared with the appropriation for 2020. Resource changes result from new and expanded mandates pursuant to General Assembly resolution [74/267](#) on the enlargement of the Advisory Committee on Administrative and Budgetary Questions. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.15
Evolution of financial resources by component

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total				Percentage
Policymaking organs	4 232.3	4 700.0	–	1 377.5	–	1 377.5	29.3	6 077.5	140.5	6 218.0
Subtotal, 1	4 232.3	4 700.0	–	1 377.5	–	1 377.5	29.3	6 077.5	140.5	6 218.0

(2) Other assessed

	2019 expenditure	2020 estimate	2021 estimate
Policymaking organs	377.9	409.6	659.9
Subtotal, 2	377.9	409.6	659.9
Total	4 610.2	5 109.6	6 877.9

Table 1.16
Evolution of post resources by component

(1) Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Policymaking organs	10	–	2	–	–	12
Subtotal, 1	10	–	2	–	–	12

(2) Other assessed

	2020 estimate	2021 estimate
Policymaking organs	2	3
Subtotal, 2	2	3
Total	12	15

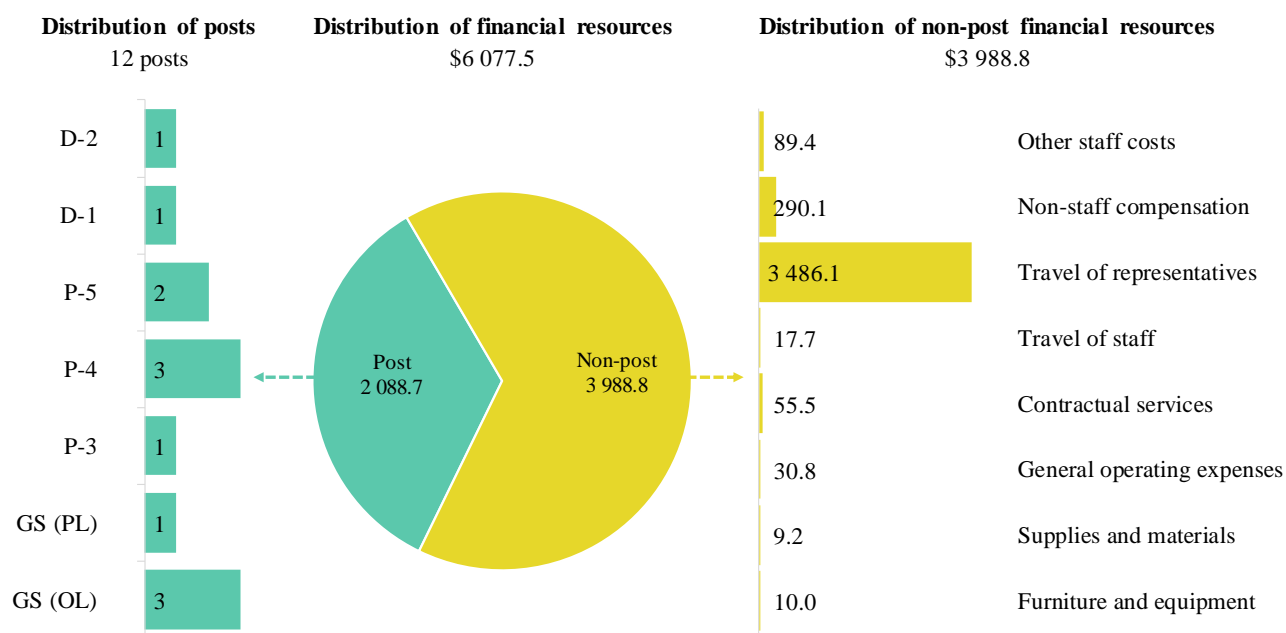
Table 1.17
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 889.4	1 955.2	—	133.5	—	133.5	6.8	2 088.7
Non-post	2 342.9	2 744.8	—	1244.0	—	1244.0	45.3	3 988.8
Total	4 232.3	4 700.0	—	1 377.5	—	1 377.5	29.3	6 077.5
Post resources by category								
Professional and higher		7	—	1	—	1	14.3	8
General Service and related		3	—	1	—	1	33.3	4
Total		10	—	2	—	2	20.0	12

Figure 1.II
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Variance analysis

New and expanded mandates

- 1.15 As reflected in tables 1.15 (1) and 1.16 (1), the increase of \$1,377,500 would provide for the expansion of the Advisory Committee, pursuant to General Assembly resolution [74/267](#). The proposal reflects:

- (a) An increase of \$133,500 under post resources would provide for the proposed establishment of one Administrative Officer (P-3) and one Meetings Services Assistant (General Service (Other Level)) to support the secretariat of the Advisory Committee. The proposed establishment of the two posts is attributable to the extension of the meeting time of the Committee by an estimated four weeks annually, with an expected higher number of queries raised at each hearing of the Committee, and longer executive sessions, resulting in an increased workload to produce the reports of the Committee;
- (b) An increase of \$1,244,000 under non-post resources would provide for: (i) travel of representatives for the five additional members of the Advisory Committee and related standard common services costs (\$1,227,500); (ii) contractual services (\$10,500); (iii) general operating expenses (\$2,500); and (iv) supplies and materials (\$3,500) that are required to support the five additional members and two additional posts.

Other assessed resources

- 1.16 As reflected in tables 1.15 (2) and 1.16 (2), projected other assessed resources for 2021 of \$659,900, including three posts, will be utilized to provide support to the secretariat of the Advisory Committee in matters related to peacekeeping operations. This reflects an increase of \$250,300 compared with the estimate for 2020, owing mainly to the proposed establishment of one additional P-4 post in the secretariat of the Committee to provide preparatory analysis, substantive and technical advice and support to the meetings of the Committee, given the increasing complexity of matters relating to peacekeeping activities, including requests for resources, reform proposals and policy proposals. Other assessed resources represent 9.6 per cent of the total resources for the secretariat of the Advisory Committee.
- 1.17 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.18.
- 1.18 The rate of travel compliance of the members of the Advisory Committee has improved by almost 40 per cent since 2019 owing to a number of efforts undertaken by the secretariat of the Advisory Committee, including decisions regarding official session dates and the enhanced forward planning of official travel itineraries and of the travel requirements. Further efforts to manage those factors that previously affected the work of the Committee and the resulting compliance rate continue, including workload considerations and the scheduling of complex reports for the consideration of the Committee.

Table 1.18
Compliance rate
(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	60	100	100

3. Committee on Contributions

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

- 1.19 The proposed regular budget resources for 2021 are reflected in table 1.19 and reflect no change in resource level compared with the appropriation for 2020.

Section 1 Overall policymaking, direction and coordination

Table 1.19
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Travel of representatives	273.9	318.6	—	—	—	—	—	318.6	6.1	324.7
Total	273.9	318.6	—	—	—	—	—	318.6	6.1	324.7

- 1.20 Information on compliance with regard to the advance booking for air travel is reflected in table 1.20. The office will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.20
Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Air tickets purchased at least 2 weeks before the commencement of travel	100	100	100	100

4. Board of Auditors (including its secretariat)

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

- 1.21 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.21 to 1.23.

Table 1.21
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other changes	Total	Percentage			
Posts	665.1	828.4	—	—	—	—	—	828.4	21.6	850.0
Other staff costs	14.0	23.0	—	—	—	—	—	23.0	0.4	23.4
Travel of staff	22.6	43.2	—	—	—	—	—	43.2	0.8	44.0
Contractual services	109.9	124.1	—	—	—	—	—	124.1	2.4	126.5
General operating expenses	2 956.8	2 714.1	—	—	—	—	—	2 714.1	51.5	2765.6
Supplies and materials	0.6	7.4	—	—	—	—	—	7.4	0.1	7.5
Furniture and equipment	14.5	8.0	—	—	—	—	—	8.0	0.2	8.2
Total	3 783.4	3 748.2	—	—	—	—	—	3 748.2	77.0	3 825.2

Table 1.22
Post changes^a

	<i>Number</i>	<i>Level</i>
Approved for 2020	6	1 D-1, 1 P-3, 4 GS (OL)
Proposed for 2021	6	1 D-1, 1 P-3, 4 GS (OL)

^a No post changes are proposed for 2021.

Table 1.23
Post resources

<i>Category</i>	<i>2020 approved</i>	<i>Changes</i>				<i>2021 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Professional and higher						
D-1	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	2	–	–	–	–	2
General Service						
Other level	4	–	–	–	–	4
Subtotal	4	–	–	–	–	4
Total	6	–	–	–	–	6

- 1.22 Additional details on the distribution of proposed resources for 2021 are reflected in tables 1.24 to 1.26 and figure 1.III.
- 1.23 As reflected in table 1.24 (1), the overall resources proposed for 2021 amount to \$3,748,200 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates
- 1.24 As reflected in table 1.24 (2), the Board receives other assessed resources under the support account for peacekeeping operations. For 2021, projected other assessed resources amount to \$4,257,100, which provide for the audits of active peacekeeping missions. The reduction in other assessed resources relates to the reduction in audit fees due to the closure of peacekeeping missions. Other assessed resources represent 29.6 per cent of the total resources for the Board.
- 1.25 As reflected in tables 1.24 (3) and 1.25 (2), the Board receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$6,300,700, including one post, are expected to be received in support of extrabudgetary activities. Extrabudgetary resources represent 43.8 per cent of the total resources for the Board
- 1.26 Extrabudgetary resources provide for the audit of technical cooperation projects undertaken by the Department of Economic and Social Affairs, trust fund-related audits included in United Nations entities and the full range of activities, entities and programmes falling under the auspices of the Secretariat (see [A/74/5 \(Vol. I\)](#)), including the Office for the Coordination of Humanitarian Affairs, the International Trade Centre, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the strategic heritage plan of the United Nations Office at Geneva, the United Nations University, the United Nations Development Programme (UNDP), the United Nations Capital Development Fund, the United Nations Children's Fund (UNICEF), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), the Provident

Section 1 Overall policymaking, direction and coordination

Fund of UNRWA, the Microfinance and Microenterprise programme of UNRWA, the United Nations Institute for Training and Research, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Environment Programme (UNEP), the United Nations Population Fund (UNFPA), the United Nations Human Settlements Programme (UN-Habitat), the United Nations Office on Drugs and Crime (UNODC), the United Nations Office for Project Services, the International Residual Mechanism for Criminal Tribunals, the United Nations Joint Staff Pension Fund, the United Nations Framework Convention on Climate Change, the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, the United Nations Compensation Commission, the United Nations Interregional Crime and Justice Research Institute, the United Nations System Staff College, the United Nations Research Institute for Social Development, the UNDP trust fund for the Global Environment Facility and the Global Environment Facility trust fund (UNEP), the Economic Commission for Latin America and the Caribbean, the Economic Commission for Europe, the Economic Commission for Africa, the Economic and Social Commission for Asia and the Pacific, the Economic and Social Commission for Western Asia, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the United Nations Conference on Trade and Development.

Table 1.24
Evolution of financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other changes	Total	Percentage			
Polymaking organs	3 783.4	3 748.2	–	–	–	–	–	3 748.2	77.0	3 825.2
Subtotal, 1	3 783.4	3 748.2	–	–	–	–	–	3 748.2	77.0	3 825.2

(2) *Other assessed*

	2019 expenditure	2020 estimate	2021 estimate
Polymaking organs	4 607.1	4 414.8	4 257.1
Subtotal, 2	4 607.1	4 414.8	4 257.1

(3) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Polymaking organs	6 622.3	6 300.7	6 300.7
Subtotal, 2	6 622.3	6 300.7	6 300.7
Total	15 012.8	14 463.7	14 383.0

Table 1.25
Evolution of post resources by component

(1) Regular budget

	Changes					2021 proposed
	2020 approved	Technical adjustment	New/expanded mandates	Other	Total	
Policymaking organs	6	—	—	—	—	6
Subtotal, 1	6	—	—	—	—	6

(2) Extrabudgetary

	2020 estimate	2021 estimate
Policymaking organs	1	1
Subtotal, 2	1	1
Total	7	7

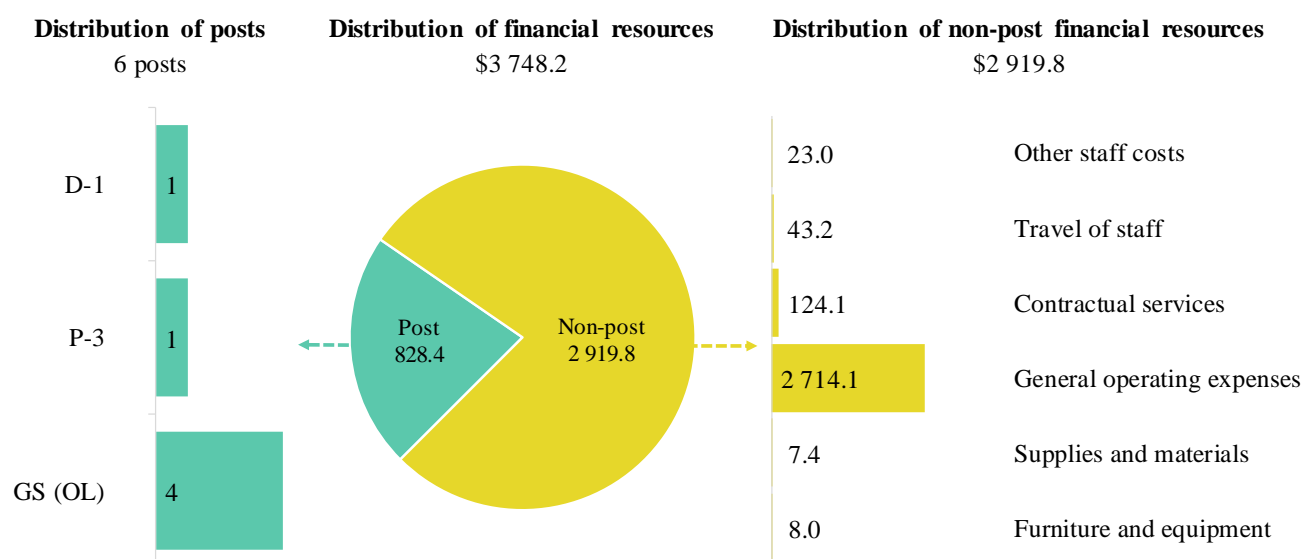
Table 1.26
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	665.1	828.4	—	—	—	—	—	828.4
Non-post	3 118.3	2 919.8	—	—	—	—	—	2 919.8
Total	3 783.4	3 748.2	—	—	—	—	—	3 748.2
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		4	—	—	—	—	—	4
Total		6	—	—	—	—	—	6

Figure 1.III
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



1.27 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.27. The office will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.27
Compliance rate
(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	100	100	100

5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)

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

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

1.29 The expenses incurred by a staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, given that the central secretariat of the Pension Fund grew out of the secretariat of the United Nations Staff Pension

Committee, it continued to handle pension administration for the United Nations by special arrangement with the Pension Board. For those services, the United Nations reimburses the Pension Fund in accordance with the cost-sharing arrangement, as approved by the General Assembly in its resolution 74/263.

- 1.30 At the time that the present report was being prepared, the proposed budget of the Pension Fund for 2021 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Pension Fund for 2021 and action taken by the General Assembly at its seventy-fifth session on the basis of such recommendations as the Pension Board may make in 2020 with respect to that budget. A statement of administrative and financial implications will be submitted to the Assembly at its seventy-fifth session should the Pension Board's recommendations involve resources different from those estimated in the present report.
- 1.31 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in table 1.28.

Table 1.28
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Travel of representatives	55.6	79.5	—	—	15.6	15.6	19.6	95.1	1.8	96.9
Travel of staff	75.5	81.7	—	—	(15.6)	(15.6)	(19.1)	66.1	1.3	67.4
Grants and contributions	7 027.3	4 863.9	—	—	—	—	—	4 863.9	92.4	4 956.3
Total	7 158.4	5 025.1	—	—	—	—	—	5 025.1	95.5	5 120.6

- 1.32 Additional details on the distribution of proposed resources for 2021 are reflected in table 1.29 and figure 1.IV.
- 1.33 As reflected in table 1.29 (1), the overall resources proposed for 2021 amount to \$5,025,100 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 1.34 As reflected in table 1.29 (2), the projected extrabudgetary resource of \$2,918,300 are expected to be received in 2021, representing the share of the funds and programmes of the Pension Fund.

Table 1.29
Evolution of financial resources by component

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage			
Policymaking organs	7 158.4	5 025.1	—	—	—	—	—	5 025.1	95.5	5 120.6
Subtotal, 1	7 158.4	5 025.1	—	—	—	—	—	5 025.1	95.5	5 120.6

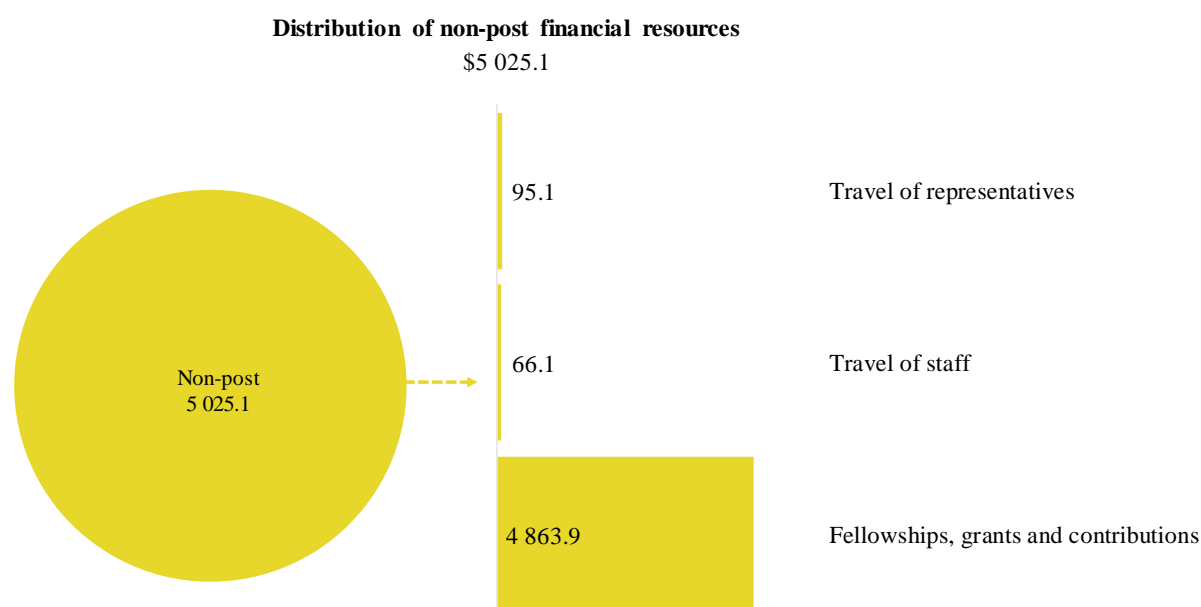
Section 1 Overall policymaking, direction and coordination

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Policymaking organs	3 975.9	2 918.3	2 918.3
Subtotal, 2	3 975.9	2 918.3	2 918.3
Total	11 134.3	7 943.4	8 038.9

Figure 1.IV
Distribution of proposed resources for 2021 (before recosting)

(Thousands of United States dollars)



- 1.35 Information on compliance with regard to the advance booking for air travel is reflected in table 1.30. Efforts have been made to enhance travel compliance by reminding travellers of the compliance requirements and the mandatory justification on non-compliance. Non-compliance in 2019 relates to travel to the meeting of Pension Board owing to the late nomination of the travellers and the exigency of operational requirements. The office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.30
Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Air tickets purchased at least 2 weeks before the commencement of travel	100	66.7	100	100

6. Committee for Programme and Coordination

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

- 1.36 The proposed regular budget resources for 2021 are reflected in table 1.31 and reflect no change in resource level compared with the appropriation for 2020.

Table 1.31

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Travel of representatives	421.2	408.5	—	—	—	—	—	408.5	7.8	416.3
Total	421.2	408.5	—	—	—	—	—	408.5	7.8	416.3

- 1.37 Information on compliance with regard to the advance booking for air travel is reflected in table 1.32. The secretariat of the Committee for Programme and Coordination will continue to implement measures to improve the compliance rate on the advance purchase of air tickets by raising the awareness of travellers and requesting them to finalize travel arrangements as soon as possible.

Table 1.32

Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Air tickets purchased at least 2 weeks before the commencement of travel	100	56	100	100

7. Independent Audit Advisory Committee

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

- 1.38 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.33 to 1.35.

Table 1.33

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	316.4	274.5	—	—	—	—	—	274.5	8.4	282.9
Other staff costs	2.7	11.5	—	—	—	—	—	11.5	0.2	11.7
Consultants	—	8.2	—	—	—	—	—	8.2	0.2	8.4
Travel of representatives	163.4	195.0	—	—	—	—	—	195.0	3.7	198.7

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	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Travel of staff	10.3	16.9	–	–	(0.6)	(0.6)	(3.6)	16.3	0.3	16.6
Contractual services	3.1	3.6	–	–	–	–	–	3.6	0.1	3.7
General operating expenses	2.4	3.2	–	–	–	–	–	3.2	0.1	3.3
Supplies and materials	0.3	1.2	–	–	–	–	–	1.2	–	1.2
Furniture and equipment	–	–	–	–	0.6	0.6	–	0.6	–	0.6
Total	498.6	514.1	–	–	–	–	(3.6)	514.1	13.0	527.1

Table 1.34
Post changes^a

	Number	Level
Approved for 2020	2	1 P-5, 1 GS (OL)
Proposed for 2021	2	1 P-5, 1 GS (OL)

^a No post changes are proposed for 2021.

Table 1.35
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
P-5	1	–	–	–	–	1
Subtotal	1	–	–	–	–	1
General Service						
Other level	1	–	–	–	–	1
Subtotal	1	–	–	–	–	1
Total	2	–	–	–	–	2

1.39 Additional details on the distribution of proposed resources for 2021 are reflected in table 1.36 and figure 1.V.

1.40 As reflected in table 1.36, the overall resources proposed for 2021 amount to \$514,100 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

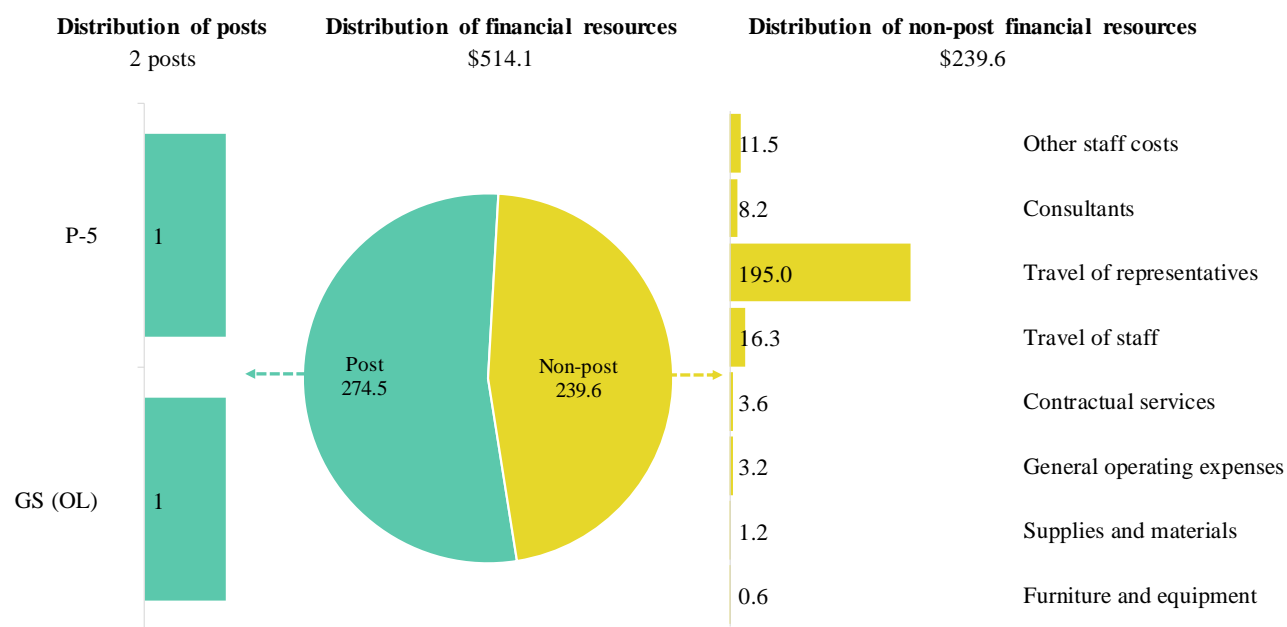
Table 1.36
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	316.4	274.5	—	—	—	—	—	274.5
Non-post	182.2	239.6	—	—	—	—	—	239.6
Total	498.6	514.1	—	—	—	—	—	514.1
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		1	—	—	—	—	—	1
Total		2	—	—	—	—	—	2

Figure 1.V
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



- 1.41 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.37. The secretariat of the Independent Audit Advisory Committee will continue to implement measures to improve the rate of compliance regarding the advance purchase of air tickets by raising the awareness of travellers and requesting them to finalize travel arrangements as soon as possible.

Section 1 **Overall policymaking, direction and coordination**

Table 1.37

Compliance rate

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	54.2	100	100

II. Secretary-General

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

- 1.42 In accordance with Article 97 of the Charter of the United Nations, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who, in turn, appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.
- 1.43 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination (CEB), the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General in 2021 will be directed towards the achievement of the priorities of the Organization.
- 1.44 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.38 to 1.40.

Table 1.38

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	415.2	585.2	–	–	–	–	–	585.2	–	585.2
Hospitality	162.8	147.4	–	–	–	–	–	147.4	2.8	150.2
Travel of staff	357.9	307.4	–	–	–	–	–	307.4	5.8	313.2
General operating expenses	145.4	158.3	–	–	–	–	–	158.3	3.0	161.3
Total	1 081.3	1 198.3	–	–	–	–	–	1 198.3	11.6	1 209.9

Table 1.39

Post changes^a

	Number	Level
Approved for 2020	1	Secretary-General
Proposed for 2021	1	Secretary-General

^a No post changes are proposed for 2021.

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Table 1.40
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
Secretary-General	1	—	—	—	—	1
Total	1	—	—	—	—	1

1.45 Additional details on the distribution of the proposed resources for 2021 are reflected in table 1.41 and figure 1.VI.

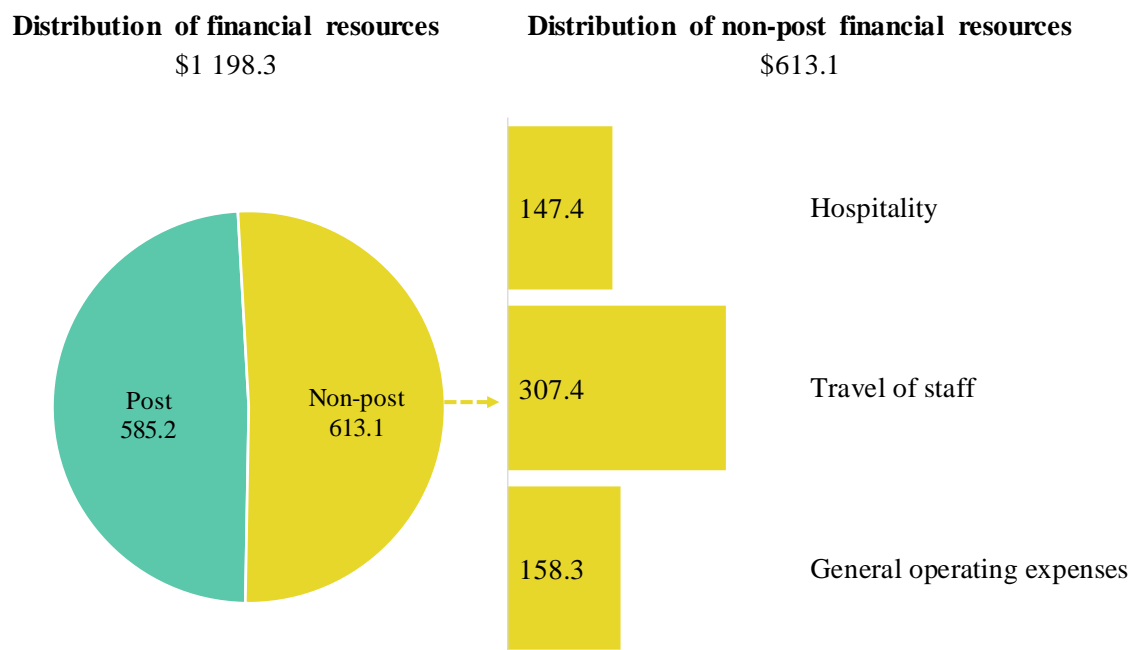
1.46 As reflected in table 1.41, the overall resources proposed for 2021 amount to \$1,198,300 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.41
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	415.2	585.2	—	—	—	—	—	585.2
Non-post	666.1	613.1	—	—	—	—	—	613.1
Total	1 081.3	1 198.3	—	—	—	—	—	1 198.3
Post resources by category								
Secretary-General		1	—	—	—	—	—	1
Total		1	—	—	—	—	—	1

Figure 1.VI
Distribution of proposed resources for 2021 (before recosting)
 (Thousands of United States dollars)



III. Executive direction and management

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

1. Executive Office of the Secretary-General

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

- 1.48 The Executive Office of the Secretary-General provides assistance to the Secretary-General in the establishment of general policy, in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It provides further assistance to the Secretary-General with strategic planning, preparation of the annual report of the Organization, political, economic and inter-agency affairs, liaison and representation functions and fulfilment of the priorities and mandates set out by the General Assembly. The resources of the Office also provide for the post of Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution [52/12 B](#).
- 1.49 The Executive Office functions as an integrated office, with reporting lines through the Chef de Cabinet to the Secretary-General. The resources for the Office provide for the posts and non-post resources in support of the activities of the Secretary-General.
- 1.50 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Executive Office is integrating environmental management practices into its operations. In 2019, the Executive Office, along with other offices, streamlined and automated the secure distribution of code cables through revision of the business process and technological upgrades (replacement of crypto faxes with the Unite Docs correspondence module). The resulting elimination of paper distribution of code cables in the Executive Office helped to save approximately 72,900 sheets of paper in 2019.
- 1.51 The overall level and number of posts approved for 2021 remain unchanged. During 2020, the Secretary-General has continued to improve the structure of the Executive Office through internal redeployments, as reflected in the organization chart in annex I, to ensure the maximum utilization of existing resources.

Deputy Secretary-General

- 1.52 The Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of General Assembly resolution [52/12 B](#), will place special focus on sustainable development, including the 2030 Agenda, the management of the reform review of the United Nations development system,

financing for development, the humanitarian-development nexus, climate change, migration, global health and related issues.

Chef de Cabinet

- 1.53 The Chef de Cabinet supports the political role of the Secretary-General. The Chef de Cabinet acts as interface with Member States and oversees the implementation of the management reform, peace and security reforms and other reforms, as requested by the Secretary-General, as well as the alignment of the various reform streams. The Chef de Cabinet oversees the substantive support provided by the Executive Office to the Executive Committee, the Management Committee, the Management Performance Board and the Standing Principals' Group. The Chef de Cabinet provides strategic direction and oversees the work and management of the Executive Office, which includes the activities of the Assistant Secretary-General for Strategic Coordination and work of the units, senior appointments, scheduling and travel, strategic communications and speechwriting, the Spokesperson, and management and administration. Accordingly, the Chef de Cabinet directly oversees the units set out below.

Sustainable Development Unit

- 1.54 The Sustainable Development Unit supports the strategic engagement on sustainable development, including the 2030 Agenda, financing for development, climate change, migration, human mobility, the humanitarian-development nexus, global health and related issues. The Unit also provides substantive input to the Chef de Cabinet, both directly and through the Assistant Secretary-General for Strategic Coordination, thereby contributing to the integrated analysis of the material discussed at, and the preparations for, the meetings of the Executive Committee. The work of the Unit is divided into the following three areas of focus: Sustainable Development Goals, climate change and migration

Strategic Coordination Unit

- 1.55 Reporting to the Chef de Cabinet, the Assistant Secretary-General for Strategic Coordination supports the Executive Office with analysis and advice across the political, peacekeeping, development, humanitarian, human rights and rule of law portfolios. The Assistant Secretary-General chairs the Deputies Committee and acts as the secretary to the Executive Committee and the Senior Management Group.

Strategic Planning and Monitoring Unit

- 1.56 The Strategic, Planning and Monitoring Unit provides support to priority-setting, forward planning, strategic analysis, enterprise risk management and ensuring strategic direction and strategic planning frameworks; analyses and plans for United Nations conflict response efforts, with a focus on new and transitioning peace operations, by preparing strategic considerations and options on the basis of information; translates the guidance of the Secretary-General into strategic directives that set out overall parameters for potential United Nations engagement; ensures that the strategic directives and relevant planning policies of the Secretary-General are adhered to across the lifetime of an operation; and enhances integrated conflict analysis and planning capacity throughout the system.

Political, Peacekeeping, Humanitarian and Human Rights Unit

- 1.57 The responsibilities of the Political, Peacekeeping, Humanitarian and Human Rights Unit include working closely with the relevant line departments in providing situational awareness, trend analysis and advice on emerging and ongoing issues of interest and concern across the political, peacekeeping, humanitarian and human rights portfolios; supporting senior management decision-making on country situations and relevant thematic files; ensuring effective and coordinated United Nations system analysis, reporting and response on situations of interest and concern; providing high-quality and well-coordinated input to public and private communications; and ensuring that human rights concerns are adequately reflected in the above-mentioned work.

Rule of Law Unit

- 1.58 The Rule of Law Unit serves as the focal point in the Executive Office for legal questions, the rule of law, counter-terrorism and the prevention of violent extremism, international justice and accountability and organized crime and drugs, and provides support for the system-wide coordination, coherence and quality of rule of law activities of the United Nations. It is working towards furthering a strategic approach to the work of the Organization on the rule of law and in promoting the fundamental importance of the rule of law for dialogue and cooperation among Member States. Moreover, the Unit provides support to the Rule of Law Coordination and Resource Group in carrying out and implementing the tasks set out in the related report of the Secretary-General ([A/61/636-S/2006/980](#)).

Scheduling and Travel Unit

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

Strategic Communication and Speech Writing Unit

- 1.60 The Strategic Communication and Speech Writing Unit is responsible for providing communications advice to the Secretary-General regarding his priorities/work and the wider mission of the United Nations. This work includes drafting speeches, op-ed articles, messages and other materials for delivery by the Secretary-General, the Deputy Secretary-General and other senior officials, and working in tandem with communications colleagues and others throughout the United Nations system on long-term planning and day-to-day challenges and ensuring that communication and speeches are disseminated on all platforms, including social media.

Office of the Spokesperson

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

Management and Administrative Unit

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

Senior Adviser on Policy

- 1.63 The Senior Adviser supports the Secretary-General's work by maintaining a holistic overview and strategic oversight of policy matters across all pillars of the work of the United Nations. One of the areas of work by the Senior Adviser is to not only foster an integrated approach among the United Nations pillars, but also lead efforts towards greater system-wide coherence in crisis prevention, as well as in achieving gender parity within the Organization.

Part I Overall policymaking, direction and coordination

1.64 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.42 to 1.44.

Table 1.42
Financial resources

(Thousands of United States dollars)

	<i>Changes</i>							<i>2021 estimate (before recosting)</i>	<i>Recosting</i>	<i>2021 estimate (after recosting)</i>
	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>			
Posts	14 870.5	15 501.6	—	—	—	—	—	15 501.6	439.3	15 940.9
Other staff costs	218.3	125.7	—	—	—	—	—	125.7	2.3	128.0
Hospitality	1.5	3.6	—	—	—	—	—	3.6	0.1	3.7
Travel of staff	717.7	649.2	—	—	—	—	—	649.2	12.3	661.5
Contractual services	133.9	135.6	—	—	—	—	—	135.6	2.4	138.0
General operating expenses	215.8	99.8	—	—	—	—	—	99.8	1.8	101.6
Supplies and materials	13.4	50.6	—	—	—	—	—	50.6	1.0	51.6
Furniture and equipment	9.1	22.1	—	—	—	—	—	22.1	0.4	22.5
Total	16 180.2	16 588.2	—	—	—	—	—	16 588.2	459.6	17 047.8

Table 1.43
Post changes^a

	<i>Number</i>	<i>Level</i>
Approved for 2020	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 11 P-4, 7 P-3, 2 P-2/1, 7 GS (PL), 39 GS (OL)
Proposed for 2021	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 11 P-4, 7 P-3, 2 P-2/1, 7 GS (PL), 39 GS (OL)

^a No post changes are proposed for 2021.

Table 1.44
Post resources

<i>Category</i>	<i>Changes</i>					<i>2021 proposed</i>
	<i>2020 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Professional and higher						
DSG	1	—	—	—	—	1
USG	2	—	—	—	—	2
ASG	1	—	—	—	—	1
D-2	6	—	—	—	—	6
D-1	7	—	—	—	—	7
P-5	9	—	—	—	—	9
P-4	11	—	—	—	—	11
P-3	7	—	—	—	—	7
P-2/1	2	—	—	—	—	2
Subtotal	46	—	—	—	—	46

Section 1 Overall policymaking, direction and coordination

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service						
Principal level	7	–	–	–	–	7
Other level	39	–	–	–	–	39
Subtotal	46	–	–	–	–	46
Total	92	–	–	–	–	92

- 1.65 Additional details on the distribution of proposed resources for 2021 are reflected in tables 1.45 to 1.47, and figure 1.VII.
- 1.66 As reflected in table 1.45 (1), the overall resources proposed for 2021 amount to \$16,588,200 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 1.67 As reflected in tables 1.45 (2) and 1.46 (2), the Executive Office receives other assessed resources under the support account for peacekeeping operations. For 2021, the projected other assessed resources amount to \$1,211,700, including five posts. Other assessed resources represent 2.6 per cent of the total resources for the Executive Office.
- 1.68 As reflected in tables 1.45 (3) and 1.46 (3), the Executive Office receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$27,607,600, including 17 posts, are expected to be received and would provide support to the Secretary-General in his responsibilities and would support the activities of the Executive Office in all regions of the world, providing support for the financing of activities related to the maintenance of international peace and security, and for special projects to be undertaken by the Executive Office. Extrabudgetary resources represent 60.2 per cent of the total resources for the Executive Office.

Table 1.45
Evolution of financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total		
Executive direction and management	16 180.2	16 588.2	–	–	–	–	16 588.2	17 047.8
Subtotal, 1	16 180.2	16 588.2	–	–	–	–	16 588.2	17 047.8

(2) *Other assessed*

	2019 expenditure	2020 estimate	2021 estimate
Executive direction and management	1 106.7	960.1	1 211.7
Subtotal, 2	1 106.7	960.1	1 211.7

Part I Overall policymaking, direction and coordination

(3) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
Executive direction and management	27 672.2	26 494.5	27 607.6
Subtotal, 3	27 672.2	26 494.5	27 607.6
Total	44 959.1	44 042.8	45 867.1

Table 1.46

Evolution of post resources by component

(1) Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	92	—	—	—	—	92
Subtotal, 1	92	—	—	—	—	92

(2) Other assessed

	2020 estimate	2021 estimate
Executive direction and management	5	5
Subtotal, 2	5	5

(3) Extrabudgetary

	2020 estimate	2021 estimate
Executive direction and management	17	17
Subtotal, 3	17	17
Total	114	114

Table 1.47

Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

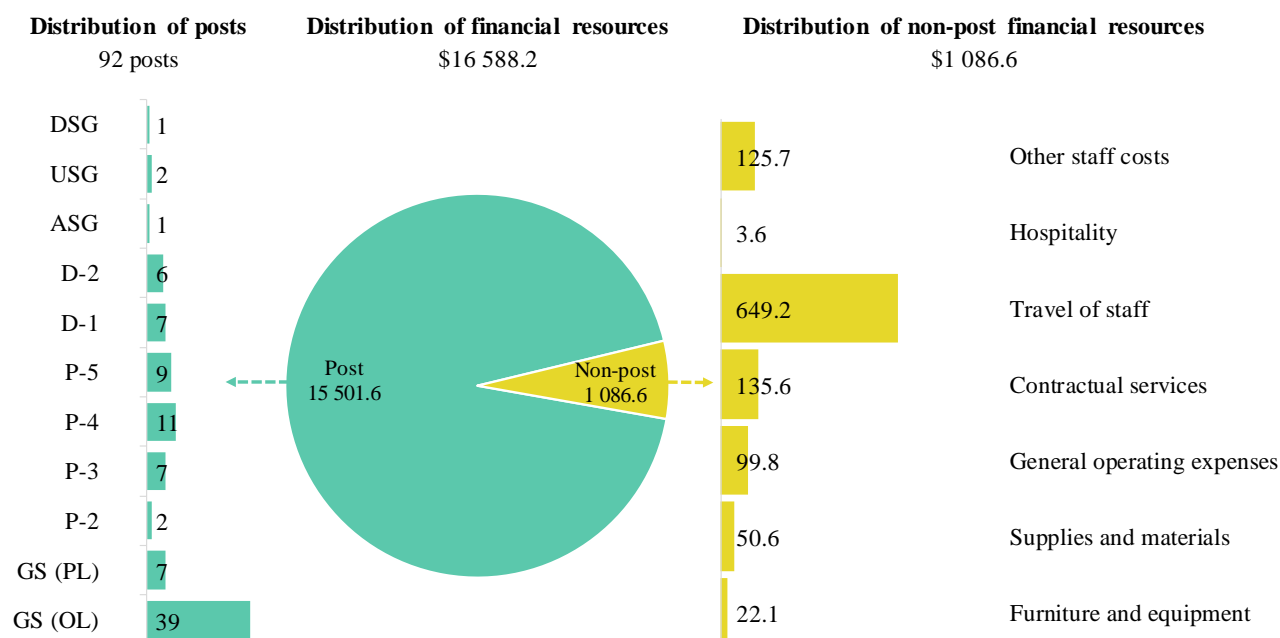
	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	14 870.5	15 501.6	—	—	—	—	—	15 501.6

Section 1 Overall policymaking, direction and coordination

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Non-post	1 309.7	1 086.6	—	—	—	—	—	1 086.6
Total	16 180.2	16 588.2	—	—	—	—	—	16 588.2
Post resources by category								
Professional and higher		46	—	—	—	—	—	46
General Service and related		46	—	—	—	—	—	46
Total		92	—	—	—	—	—	92

Figure 1.VII
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



- 1.69 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.48. The vast majority of the travel undertaken in the Executive Office is in connection with the formal delegations of the Secretary-General and of the Deputy Secretary-General. The official visits of the Secretary-General and of the Deputy Secretary-General involve complex preparations and logistical arrangements with respect to the agenda and the scheduling with numerous high-level governments officials. Therefore, such preparations are, in many cases, finalized in close proximity to the departure date and are subject to last-minute changes. Furthermore, the official visits, in most cases, involve multiple consecutive meetings in different countries and regions in order to save financial resources that would have been otherwise incurred had the travel been to a single destination with a round trip to New York. The coordination of these multiple-leg trips with numerous high-level participants is therefore more complex and involves additional extensive preparations, with unforeseen circumstances. It should be noted that the Executive Office often works directly with the Travel Unit and reserves the tickets on the basis of a preliminary itinerary to secure the tickets at a low price, before the formal actions are recorded in Umoja, which are then completed at a later stage, once the final information is confirmed. The Executive Office is mindful of achieving, and takes the utmost efforts to achieve, improved compliance with the advance booking of air travel policy.

Table 1.48

Compliance rate

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	89	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	34	100	100

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

Foreword

A century after the birth of the League of Nations and of modern multilateralism, the international community continues to gather in Geneva to find lasting solutions to the complex challenges of today – and tomorrow.

By providing infrastructure, services and support, coupled with its unique convening capacity, the United Nations Office at Geneva enables the international community to pursue peace and security, disarmament, human rights, sustainable development, humanitarian relief and much more. As one of the largest conference centres in Europe, the decisions taken at Geneva resonate far beyond there and have an impact on everyone, everywhere.

As the epicentre of the largest conglomeration of international actors, comprising governmental, civil society, academic and private actors, the United Nations Office at Geneva embraces innovation, collaboration and sustainability. As we enter the decade of action for the Sustainable Development Goals, the Office strongly advocates the Sustainable Development Goals, with a focus on raising awareness of them among young people and provides Member States with advice and resources to accelerate their achievement of the Goals.

The Strategic Heritage Plan of the United Nations Office at Geneva will see the Palais des Nations upgraded and modernized to provide a safer, more “fit-for-purpose” and accessible environment to enable the full participation of all in the work that takes place at these historic premises.

Across the broad spectrum of its activities, the United Nations Office at Geneva is committed to placing a greater focus on enhanced client service delivery and identifying and implementing measures to be more resilient and cost-effective, including using #New Work, a change initiative aimed at creating a culture that values innovation, risk-taking and delivering results, as an enabling framework. The Office will continue to be a service provider of excellence and an operational hub of the United Nations system in 2021 and beyond.

(Signed) Tatiana **Valovaya**
Director-General of the United Nations Office at Geneva

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

- 1.70 The Office of the Director-General of the United Nations Office at Geneva provides executive support to the Director-General in her functions as the representative of the Secretary-General in Switzerland, as executive head of the United Nations Office at Geneva and as the designated official for security for Switzerland, as mandated and described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva ([ST/SGB/2000/4](#)). The functions of the Office of the Director-General are:
- (a) To provide executive support to the Director-General and to assist the Director-General in the overall direction and management of the United Nations Office at Geneva and the coordination of the activities of its units;
 - (b) To liaise with the Executive Office of the Secretary-General and other Secretariat units at Headquarters and other duty stations;
 - (c) To maintain contact with permanent and observer missions, including coordinating information to them;
 - (d) To provide advice and support to the Director-General in relation to communications, public relations and outreach activities;
 - (e) To provide advice and support to the Director-General in the discharge of political and representational functions with Member States and regional and other intergovernmental organizations, and liaise with relevant Headquarters departments in this area;
 - (f) To organize the observance of mandated and selected international days;
 - (g) To maintain and develop cooperation with Geneva-based United Nations entities, including arranging consultations between the Director-General and the heads of the funds, programmes and specialized agencies at Geneva, and facilitating inter-agency cooperation;
 - (h) To support the Director-General in building partnerships in support of the work of the Organization, including with civil society, the academic and research community, and the private sector; liaising with relevant Headquarters departments in this area; and liaising with NGOs, first and foremost with those in consultative status with the Economic and Social Council, and facilitating their participation in United Nations activities;
 - (i) To maintain and develop cooperation with research and academic institutions, civil society, think tanks and the private sector, including organizing joint events;
 - (j) To represent the United Nations Legal Counsel at Geneva, assist the Director-General in all legal matters, provide legal advice to substantive departments and services at the United Nations Office at Geneva and to funds and programmes at Geneva, and liaise with the host country and other authorities concerning privileges and immunities, the implementation of Headquarters agreements and other questions affecting United Nations agreements;
 - (k) To carry out protocol and diplomatic liaison functions with permanent and observer missions and authorities of the host country, provide protocol advice to United Nations entities at Geneva and advise the Geneva Diplomatic Committee in its work;
 - (l) To support the implementation of the 2030 Agenda through communication and outreach activities, capitalizing on the presence in Geneva of a diversity of stakeholders directly involved in the achievement of the Sustainable Development Goals, by acting as convenor, facilitator and connector among actors in Geneva and other duty stations.
- 1.71 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.49 to 1.51.

Section 1 Overall policymaking, direction and coordination

Table 1.49
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	3 386.9	3 119.6	–	–	–	–	–	3 119.6	65.3	3 184.9
Other staff costs	16.8	8.4	–	–	–	–	–	8.4	0.1	8.5
Hospitality	0.6	9.1	–	–	–	–	–	9.1	0.1	9.2
Travel of staff	42.0	29.5	–	–	–	–	–	29.5	0.6	30.1
Contractual services	1.2	0.6	–	–	–	–	–	0.6	–	0.6
General operating expenses	0.3	–	–	–	–	–	–	–	–	–
Supplies and materials	4.2	1.2	–	–	–	–	–	1.2	–	1.2
Furniture and equipment	8.0	4.0	–	–	–	–	–	4.0	–	4.0
Total	3 460.0	3 172.4	–	–	–	–	–	3 172.4	66.1	3 238.5

Table 1.50
Post changes^a

	Number	Level
Approved for 2020	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)
Proposed for 2021	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)

^a No post changes are proposed for 2021.

Table 1.51
Post resources

Category	Changes					2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	2	–	–	–	–	2
P-4	2	–	–	–	–	2
P-3	1	–	–	–	–	1
P-2/1	1	–	–	–	–	1
Subtotal	9	–	–	–	–	9
General Service						
Principal level	2	–	–	–	–	2
Other level	6	–	–	–	–	6
Subtotal	8	–	–	–	–	8
Total	17	–	–	–	–	17

Part I Overall policymaking, direction and coordination

- 1.72 Additional details on the distribution of proposed resources for 2021 are reflected in tables 1.52 to 1.54 and figure 1.VIII.
- 1.73 As reflected in table 1.52 (1), the overall resources proposed for 2021 amount to \$3,172,400 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 1.74 As reflected in tables 1.52 (2) and 1.53 (2), the Office of the Director-General receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$414,000, including three posts, are expected to be received, which would support its work in the Legal Affairs Section and the Political Affairs and Partnerships Section. Extrabudgetary resources represent 11.3 per cent of the total resources for the Office.

Table 1.52
Evolution of financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage			
Executive direction and management	3 460.0	3 172.4	–	–	–	–	3 172.4	66.1	3 238.5
Subtotal, 1	3 460.0	3 172.4	–	–	–	–	3 172.4	66.1	3 238.5

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Executive direction and management	406.0	414.0	414.0
Subtotal, 2	406.0	414.0	414.0
Total	3 866.0	3 586.4	3 652.5

Table 1.53
Evolution of post resources by component

(1) *Regular budget*

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	17	–	–	–	–	17
Subtotal, 1	17	–	–	–	–	17

Section 1 Overall policymaking, direction and coordination

(2) *Extrabudgetary*

	2020 estimate	2021 estimate
Executive direction and management	3	3
Subtotal, 2	3	3
Total	20	20

Table 1.54

Evolution of financial and post resources by category

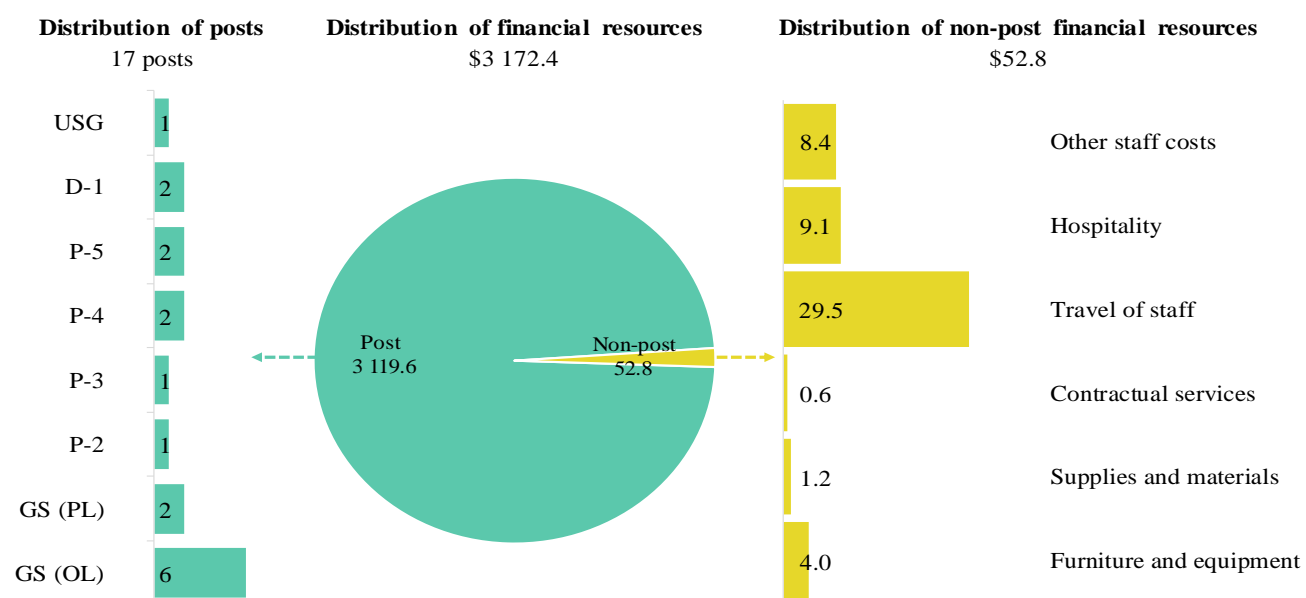
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 386.9	3 119.6	—	—	—	—	—	3 119.6
Non-post	73.1	52.8	—	—	—	—	—	52.8
Total	3 460.0	3 172.4	—	—	—	—	—	3 172.4
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		8	—	—	—	—	—	8
Total		17	—	—	—	—	—	17

Figure 1.VIII

Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Part I **Overall policymaking, direction and coordination**

- 1.75 Information on compliance with regard to the advance booking for air travel is reflected in table 1.55. The Office of the Director-General will continue to plan its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.55

Compliance rate

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Increased percentage of air tickets purchased at least 2 weeks before the commencement of travel	100.0	73	100	100

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

Foreword

It was a great honour for me to join the United Nations Office at Vienna as Director-General during the seventy-fifth anniversary of the United Nations, when we have been active participants in and facilitators of a global conversation on how the United Nations can best contribute to a better future for all.

We are taking these lessons to heart as we move forward with the implementation of the Secretary-General's reforms, seeking innovation and improvement wherever we can.

The United Nations Office at Vienna is an essential service provider for the Vienna headquarters of the United Nations, and we take great pride in helping the United Nations family in Vienna to fulfil its mandates, support Member States and contribute to achieving the Sustainable Development Goals during this decade of action. Our work and impact benefit from the excellent partnership that we have with our host country and city.

The United Nations Office at Vienna provides vital support to the United Nations Office on Drugs and Crime to ensure the efficient delivery of its expanding programme. Our services are predicated on the coordination of all administrative areas, including recruitment, information technology and communications, procurement and finance.

A further source of pride is our continuous efforts to promote a working environment that prioritizes staff well-being, enables productivity, creativity and growth, and reflects the commitment of the United Nations to geographic diversity and gender equality.

Going forward, we at the United Nations Office at Vienna remain committed to enhancing our support to our clients and partners, while keeping a sharp focus on accountability and transparency in all our work.

(Signed) Ghada **Waly**
Director-General, United Nations Office at Vienna

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

- 1.76 The Office of the Director-General of the United Nations Office at Vienna provides executive support to the Director-General in her functions as the representative of the Secretary-General in Austria, as executive head of the United Nations Office at Vienna, including the United Nations Information Service, and as a designated official for security for Austria. The Office of the Director-General also maintains liaison with the host Government and other Governments and intergovernmental organizations and NGOs in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of the United Nations Office on Drugs and Crime (UNODC). The Office of the Executive Director is integrated with that of the Director-General and is supported by UNODC resources. The functions of the Office of the Director-General, as outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna ([ST/SGB/2004/5](#)), are:
- (a) To provide assistance to the Director-General in the executive direction and management of the United Nations Office at Vienna and in the coordination of the activities of its units;
 - (b) To cooperate with the host Government and to provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with NGOs in consultative status with the Economic and Social Council;
 - (c) To represent the United Nations Legal Counsel in Vienna and to provide assistance to the Director-General on all legal matters and legal services for entities of the Secretariat in Vienna;
 - (d) To arrange for representation of the United Nations at meetings and conferences held in Vienna;
 - (e) To coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;
 - (f) To maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.
- 1.77 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.56 to 1.58.

Table 1.56

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	1 174.2	1 259.9	—	—	—	—	—	1 259.9	27.3	1 287.2
Other staff costs	10.8	5.4	—	—	—	—	—	5.4	0.1	5.5
Hospitality	3.4	2.8	—	—	—	—	—	2.8	—	2.8
Travel of staff	—	16.6	—	—	—	—	—	16.6	0.3	16.9
Contractual services	5.0	13.8	—	—	—	—	—	13.8	0.2	14.0
General operating expenses	1.7	0.7	—	—	—	—	—	0.7	—	0.7
Supplies and materials	—	2.8	—	—	—	—	—	2.8	—	2.8
Furniture and equipment	2.2	5.9	—	—	—	—	—	5.9	0.1	6.0
Total	1 197.3	1 307.9	—	—	—	—	—	1 307.9	28.0	1 335.9

Section 1 Overall policymaking, direction and coordination

Table 1.57
Post changes^a

	<i>Number</i>	<i>Level</i>
Approved for 2020	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)
Proposed for 2021	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)

^a No post changes are proposed for 2021.

Table 1.58
Post resources

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

- 1.78 Additional details on the distribution of proposed resources for 2021 are reflected in table 1.59 and figure 1.IX.
- 1.79 As reflected in table 1.59, the overall resources proposed for 2021 amount to \$1,307,100 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.59
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

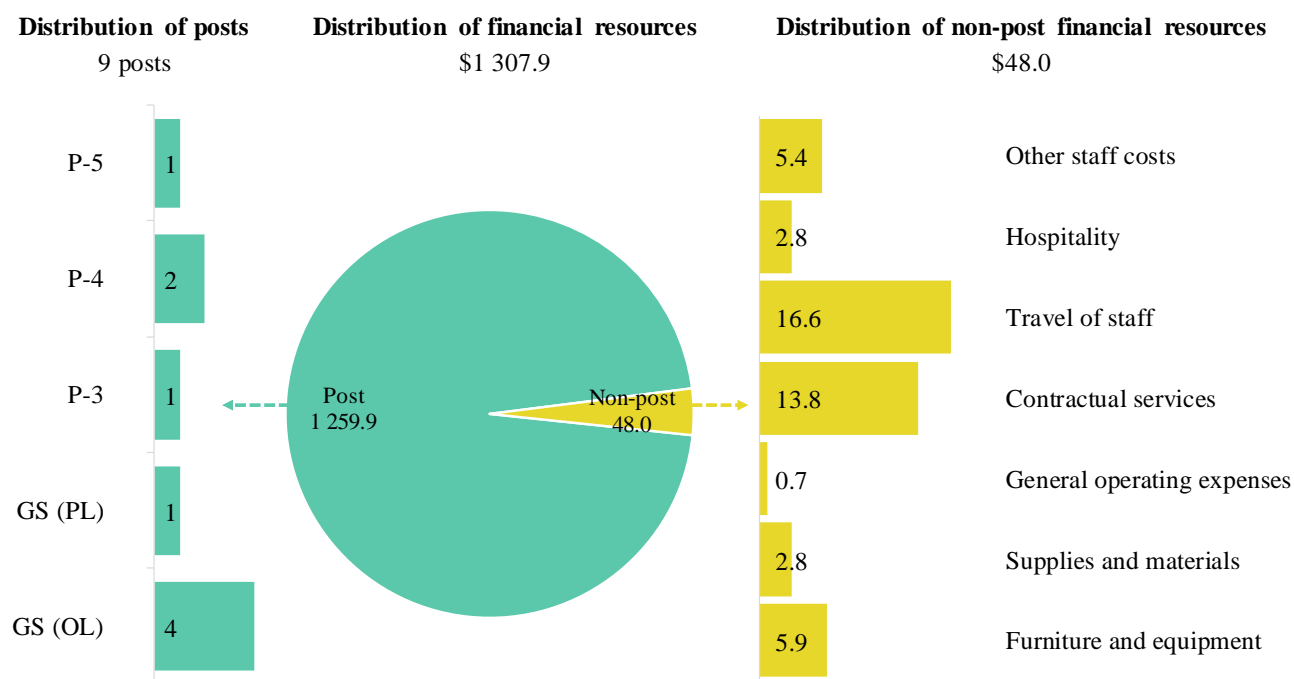
	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 174.2	1 259.9	—	—	—	—	—	1 259.9
Non-post	23.1	48.0	—	—	—	—	—	48.0
Total	1 197.3	1 307.9	—	—	—	—	—	1 307.9
Post resources by category								
Professional and higher		4	—	—	—	—	—	4

Part I Overall policymaking, direction and coordination

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
General Service and related		5	—	—	—	—	—	5
Total		9	—	—	—	—	—	9

Figure 1.IX
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



1.80 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.60. The Office of the Director-General will continue to plan its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.60
Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	93.0	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	79.3	100	100

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

Foreword

The United Nations Office at Nairobi, established in 1996, is the youngest of the United Nations offices away from Headquarters. It remains the only United Nations headquarters in Africa and, indeed, in the global South.

As the representative of the Secretary-General, the Director-General of the United Nations Office at Nairobi undertakes special political and representation assignments and provides the Secretary-General with advice on and support to a broad range of political, diplomatic and cross-cutting issues in the region.

In 2021, the Office of the Director-General will continue to provide liaison functions with the permanent missions to the United Nations (Nairobi) and regional organizations and act as the main interlocutor with the host Government on all security, protocol and liaison matters affecting the functioning of the United Nations in Kenya. The Office will also support the efforts of the Director-General to further raise the profile of the United Nations Office at Nairobi and upgrade its infrastructure and facilities, in the light of the duty station's increasing importance as a global and dynamic United Nations centre.

Nairobi is a unique duty station in the United Nations system, containing a mix of global headquarters, regional and country offices, special political missions and peace support operations. Collectively, the activities of these Nairobi-based United Nations entities make significant contributions to advancing United Nations goals and values in Kenya, in the region and around the world.

The United Nations Office at Nairobi provides quality administrative and support services to a wide range of United Nations programmes and intergovernmental processes and is undertaking critical activities in support of the United Nations Environment Programme and the United Nations Human Settlements Programme. Throughout 2021, the Office will continue to strive to serve its clients, providing exceptional services in support of the delivery of their critical mandates and the advancement of the Sustainable Development Goals.

(Signed) Zainab Hawa **Bangura**
Director-General, United Nations Office at Nairobi

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

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

- (a) To provide assistance to the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;
- (b) To cooperate with the host Government and to provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;
- (c) To provide legal advisory services for the Office, UNEP and UN-Habitat;
- (d) To maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.

1.82 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.61 to 1.63.

Table 1.61

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	752.7	870.2	—	—	—	—	—	870.2	58.8	929.0
Other staff costs	13.2	9.4	—	—	—	—	—	9.4	0.3	9.7
Hospitality	—	2.7	—	—	—	—	—	2.7	—	2.7
Travel of staff	0.1	26.0	—	—	(0.4)	(0.4)	(1.5)	25.6	0.5	26.1
Contractual services	5.4	21.1	—	—	0.4	0.4	1.9	21.5	0.7	22.2
General operating expenses	25.2	25.2	—	—	0.5	0.5	2.0	25.7	0.8	26.5
Supplies and materials	0.5	2.0	—	—	(0.5)	(0.5)	(25.0)	1.5	—	1.5
Furniture and equipment	0.2	—	—	—	—	—	—	—	—	—
Total	797.4	956.6	—	—	—	—	—	956.6	61.1	1 017.7

Table 1.62

Post changes^a

	Number	Level
Approved for 2020	7	1 USG, 1 D-1, 2 P-4, 3 LL
Proposed for 2021	7	1 USG, 1 D-1, 2 P-4, 3 LL

^a No post changes are proposed for 2021.

Table 1.63
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-4	2	—	—	—	—	2
Subtotal	4	—	—	—	—	4
Other						
Local level	3	—	—	—	—	3
Subtotal	3	—	—	—	—	3
Total	7	—	—	—	—	7

- 1.83 Additional details on the distribution of proposed resources for 2021 are reflected in tables 1.64 to 1.66 and figure 1.X.
- 1.84 As reflected in table 1.64 (1), the overall resources proposed for 2021 amount to \$956,600 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates
- 1.85 As reflected in tables 1.64 (2) and 1.65 (2), the Office receives extrabudgetary resources, which complement regular budget resources for the delivery of its mandates. In 2021, projected extrabudgetary resources of \$346,900, including two posts, are expected to be received and would support the implementation of the activities of the Office of the Director-General, including serving as the representative of the Secretary-General and performing representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi. Extrabudgetary resources represent 25.4 per cent of the total resources for the Office.

Table 1.64
Evolution of financial resources by component

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total		
Executive direction and management	797.4	956.6	—	—	—	—	956.6	61.1
Subtotal, 1	797.4	956.6	—	—	—	—	956.6	61.1

Part I Overall policymaking, direction and coordination

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Executive direction and management	165.1	337.9	346.9
Subtotal, 2	165.1	337.9	346.9
Total	962.5	1 294.5	1 364.6

Table 1.65

Evolution of post resources by component

(1) *Regular budget*

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	7	—	—	—	—	7
Subtotal (1)	7	—	—	—	—	7

(2) *Extrabudgetary*

	2020 estimate	2021 estimate
Executive direction and management	2	2
Subtotal, 2	2	2
Total	9	9

Table 1.66

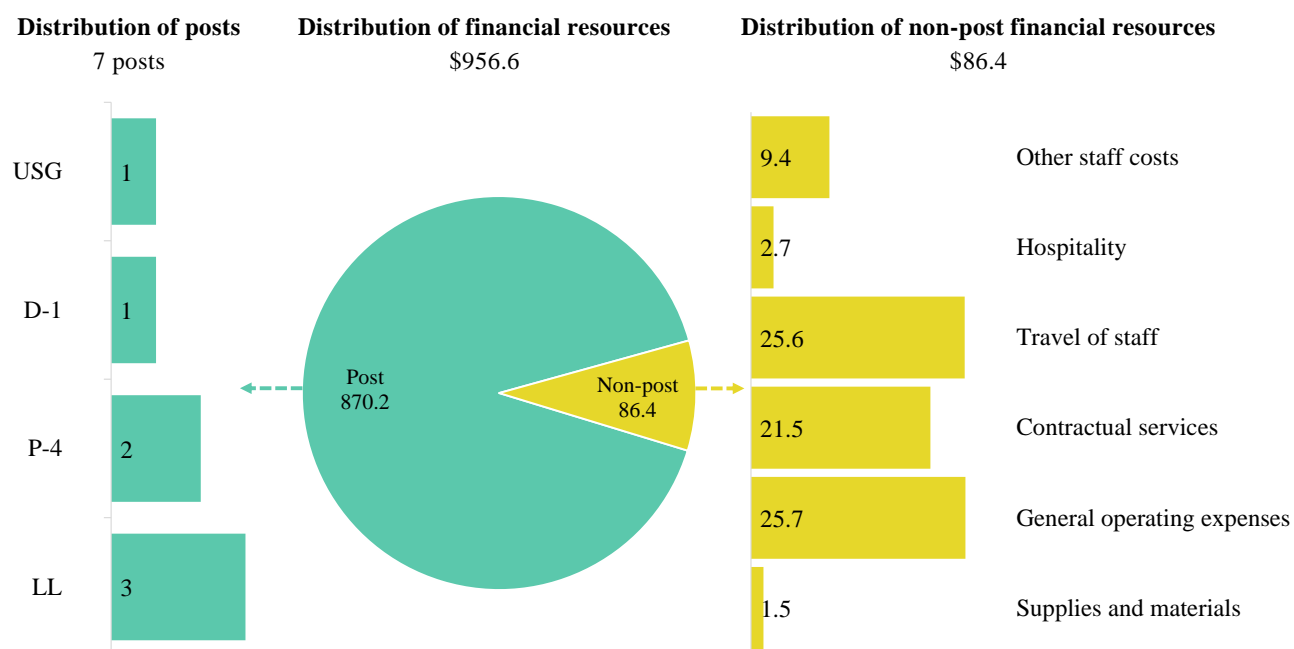
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	752.7	870.2	—	—	—	—	—	870.2
Non-post	44.7	86.4	—	—	—	—	—	86.4
Total	797.4	956.6	—	—	—	—	—	956.6
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		3	—	—	—	—	—	3
Total		7	—	—	—	—	—	7

Figure 1.X
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



- 1.86 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.67. While the rate of compliance appears to be low, the Office works closely with the Travel Unit to reserve tickets, on the basis of the preliminary itinerary, in advance to secure tickets at the lowest price, before the formal actions are recorded in Umoja. There have been cases in which the preparations were finalized close to the departure date only and were subject to last-minute changes. The Office will endeavour to minimize this and increase efforts to achieve 100 per cent compliance with the advance booking of air travel policy.

Table 1.67
Compliance rate
(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	89	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	33.3	100	100

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

Foreword

Children are disproportionately affected by armed conflict and are used and abused by, for and in parties to armed conflict. They are captured and detained for alleged association with armed groups. Many times, they are treated as perpetrators when they are first and foremost victims of a situation in which they did not choose to live. Recruited, forced to work in hazardous conditions, raped, killed, injured, abducted and denied opportunities for education and primary health care, these children are the most vulnerable and the hardest to have recover from the trauma of extreme violence. Often, even when released, they are revictimized through a lack of access to education and rehabilitation and/or stigmatization.

Protecting children to better prevent their use and abuse and reporting on violations against children and engaging parties to conflict to stop such violations are at the core of the children and armed conflict mandate. To better protect children, it is important to engage with parties to conflict, child victims, communities and civil society. Engagement can lead to dialogue for quick action to remove children from danger, to release them from war and, when possible, to prevent them from suffering the effects of armed conflict in the first place. But we need to achieve this faster than ever before because children cannot wait.

Concentrated efforts in 2020 have been made in providing tools that can accelerate the delivery of comprehensive protection for children and prevent grave violations against them in the first place. In February 2020, I launched the Practical Guidance for mediators to protect children in situations of armed conflict to ensure a better inclusion of protection language in peace processes and negotiations. In March, the results of in-depth research were to be presented on how reintegration efforts could be made more resilient, ensuring a lasting break in the cycle of violence for children.

Evaluation and research will be conducted with respect to improved monitoring of violations in order to contribute to results. In this respect, having finalized all regional country task force meetings in order to strengthen the monitoring of and reporting on the implementation of the children and armed conflict mandate, 2020 and 2021 will be dedicated to evaluating the results of these meetings and setting a best practice module that could be followed by other United Nations agencies mandated to support monitoring and reporting mechanisms. Special efforts will be made to reinforce and consolidate effective standard operating procedures for the handover and release of affected children.

Furthermore, we will launch the public awareness campaign “Act to Protect Children Affected by Armed Conflict” in all continents of the children and armed conflict agenda and will put in place national and regional prevention plans in key regions where children used and abused by armed groups are moving across borders, such as the Sahel and the Lake Chad Basin region. More importantly, we will engage affected Member States to put in place strong legislation to criminalize the six grave violations and provide capacity for the implementation of protection and prevention plans. Practical guidance on the development of prevention actions and plans will be produced.

Through all these measures and continued high-level visits and advocacy to countries and regions affected by armed conflict, the objective of our work in 2020 and 2021 is to double the number of children released and reintegrated, while decreasing violations against children.

(Signed) Virginia **Gamba**
Special Representative of the Secretary-General for Children and Armed Conflict

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

Overall orientation

Mandates and background

- 1.87 The Special Representative of the Secretary-General for Children and Armed Conflict is responsible for the protection of all children affected by armed conflict and for advocating to prevent violations from occurring in the first place. The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolution [51/77](#). Key elements of the mandate of the Special Representative are: (a) to provide political leadership and high-level advocacy for the protection of children affected by armed conflict and to lead the collection of information on the plight of these children; (b) to advocate, build awareness of and give prominence to the rights and protection of children affected by armed conflict; (c) to work with United Nations partners, Governments, civil society and pertinent intergovernmental bodies to propose ideas and approaches to enhance the protection of children, with a view to ending impunity for grave violations and to promoting a more concerted protection response; (d) to undertake humanitarian and diplomatic initiatives to facilitate the work of operational actors on the ground with regard to children affected by armed conflict, such as ensuring that child protection issues are included in peace processes and ensuring the appropriate release of children and their effective reintegration; and (e) to advocate and develop regional and national plans for the prevention of the six grave violations committed against children in situations of armed conflict.¹
- 1.88 By its resolution [74/133](#), the General Assembly recommended that the Secretary-General extend the mandate of the Special Representative for an additional period of one year, until 2021.

Programme of work

Objective

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

Strategy

- 1.90 To contribute to the eradication of grave violations committed against children in situations of armed conflict through strengthened mechanisms for the protection of children used and abused by, for and in armed conflict, the Office will reinforce the monitoring and reporting mechanism on children and armed conflict by strengthening the capacity of country task forces on monitoring and reporting through regional capacity-building workshops, encouraging the release of children to be discussed early on during peace processes and dialogues, the issuance of best practices and lessons learned, and the development and completion of action plans and technical guidance to improve the collection of information and engagement with parties to conflict, while increasing advocacy with parties to

¹ The six grave violations serve as the basis of gathering information and reporting and engaging on violations affecting children. They are killing and maiming of children; recruitment or use of children as soldiers; sexual violence against children; abduction of children; attacks against schools or hospitals; and denial of humanitarian access.

conflict and securing the resources necessary for child protection capacities on the ground through strong partnerships, including all United Nations agencies on the ground and relevant civil society organizations, such as War Child and World Vision. This work is expected to result in more accurate data to better address the grave violations and therefore decrease the number of violations committed against children in situations of armed conflict, in particular increasing the number of children effectively released by armed forces and armed groups, in line with the commitments agreed to in the action plans and handover and release protocols.

- 1.91 Past results in this area in 2018 include the holding of high-level and technical level regional meetings of the country task force on monitoring and reporting meetings in Amman for the Middle East and North Africa; providing input to the South Sudan peace talks to include the release of children, which resulted in the release of more than 300 children; the issuance of best practices in a comparative workshop, held in Bogotá, to bring best practices of the reintegration of former child soldiers from Nepal, Sierra Leone and Sri Lanka to the attention of the Colombia governmental focal point on reintegration and of civil society; and the development of action plans, including the updating of the Yemen action plan on the non-recruitment and use of children and providing training to armed groups on the implementation of the action plan in Mali. With regard to the building of partnerships, several workshops were held with United Nations agencies and NGOs in 2018, culminating in the launch in September 2018 of the Global Coalition for Reintegration of Child Soldiers, co-chaired by the Office and UNICEF.
- 1.92 Past results in this area in 2019 include two high-level and two technical level regional meetings of the country task force on monitoring and reporting for East Africa and Asia, which saw the participation of several United Nations agencies; providing input to the peace talks in the Central African Republic to include the release of children, which effectively led to the release of more than 600 children; the issuance of best practices, including the organization of three workshops, in New York, Geneva and Brussels, to consult with various stakeholders, among them United Nations agencies and civil society, on the development of practical guidelines for mediators to include children in peace processes; the development of action plans, including the signing of an action plan with the Syrian Democratic Forces in June, the updating of the action plan with the Government of Somalia in November and the signing of two action plans with armed groups in the Central Africa Republic; and the training of armed groups while drafting action plans in Myanmar. With regard to building strong partnerships, three specialized studies were made for the Global Coalition for Reintegration of Child Soldiers and three meetings of the expert advisory group on the reintegration of child soldiers and two meetings of the Group of Friends on Disarmament, Demobilization and Reintegration were held.
- 1.93 To contribute to the prevention of violations against children from occurring in the first place in situations of armed conflict, the Office will develop community, national, subregional and regional prevention plans, guided by Security Council resolution [2427 \(2018\)](#), while promoting the adoption of international norms and standards for the protection of children by Member States. Through the adoption of international norms and standards, Governments will undertake to put in place domestic measures and legislation compatible with their treaty obligations and duties and should be held accountable for their implementation. In addition, through continued advocacy, including through country visits of the Special Representative, there will be constant engagement with parties to conflict and the development of groups of friends of the Office in affected countries. This action is expected to result in the establishment of stronger national and regional protection systems; accountability mechanisms through justice, remediation and reparation, involving Governments and civil society and addressing gaps in knowledge, common standards and procedures for dealing with children under threat; and the provision of alternatives, through systematic and sustainable reintegration, for children and communities to break the cycle of violence in relation to child recruitment.
- 1.94 Past results in this area include the signature and ratification of the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict by Myanmar (2019) and South Sudan (2018); the endorsement by 10 States of the Safe Schools Declaration in 2018 and 18 in 2019; the creation of four new group of friends on children and armed conflict (in

Central African Republic, Mali and Somalia, as well as Addis Ababa for the African Union); the creation of one new group of friends on the reintegration of child soldiers, in New York; the signing of one memorandum of understanding on cooperation to develop a structural dialogue and regular consultations between the European Parliament and the Office; assistance provided by the Office to the Governments of Afghanistan, the Central African Republic, Colombia, Myanmar, the Philippines, Somalia and the Sudan in developing legislation to criminalize grave violations committed against children; discussions held at the technical level on regional action plans on the prevention of the six grave violations in the context of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, in the Andean Community and in the Organization of Islamic Cooperation in 2019; and the development of one national prevention plan regarding the six grave violations in the Central African Republic.

- 1.95 To contribute to the improvement in measures to better protect children in situations of armed conflict, the Office will analyse the best practices emerging from ongoing activities to stop grave violations committed against children; promote the roll-out of specific public awareness campaigns, including the Act to Protect Children Affected by Armed Conflict campaign in all regions and countries where there is an active armed conflict; develop curricula with partners and conduct training for defence and security personnel and capacity-building for governing structures and civil society; undertake research on the six grave violations, promoting the comprehensive discussion of reintegration needs through the Global Coalition for Reintegration of Child Soldiers and promoting the inclusion of child protection issues in peace processes; and organize and participate in seminars, workshops, conferences and other relevant meetings to raise awareness of best international standards on the protection and release of children who are victims of the six grave violations. This work is expected to result in the strengthening of efforts to protect children and an international political consensus that long-term and sustainable reintegration support should be provided to all released children and that child protection issues should be included in peace processes. The work will also serve to remind parties to conflict and all Member States that children must be protected and that advocacy in that regard should be promoted.
- 1.96 Past results include five training sessions to support activities of the North Atlantic Treaty Organization to improve the protection of children in armed conflict and the prevention of violations committed against them; three training sessions to improve the prevention capacity of the Tatmadaw in Myanmar (two sessions) and the Thailand Defence Forces (one session); the development of operational guidelines for the implementation of the Vancouver Principles on Peacekeeping and the Prevention of the Recruitment and Use of Child Soldiers, at a gathering held in Ottawa; two research trips to obtain lessons learned (on the reintegration of child soldiers) from one armed group in the Philippines and another in Uganda; workshops on cooperation with NGOs on common approaches to reintegration and support for children, including education and psychosocial support, held in New York, Geneva, Brussels, London and Juba; and the development and launch of the Act to Protect Children Affected by Armed Conflict campaign in New York, Brussels, Addis Ababa, Nairobi, Bangui, Bamako, Juba and Nay Pyi Taw.

External factors for 2021

- 1.97 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
 - (a) The political environment would continue to be supportive for the improved measures put in place to end and prevent violations committed against children in situations of armed conflict in all situations of the children and armed conflict agenda;
 - (b) The dynamics of contemporary armed conflict in which children are normally victimized allow for access to monitor and assist in the implementation of these measures, such as action plans and memorandums of understanding;

- (c) Negotiators and mediators in peace processes and national dialogue ensure the inclusion of provisions to protect children in situations of armed conflict and putting children at the heart of the peace processes.
- 1.98 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, gender-related perspectives are incorporated into the Office's advocacy efforts at the highest levels; high-level profile events organized by the Office provide a platform not only for discussing the plight of boys and girls in conflict situations and their specific needs, so that they can be successfully reintegrated into their societies, but also for both former boy and girl child soldiers to voice gender-related perspectives; country-specific situation reports include data, disaggregated by gender, on the six grave violations; and gender-related issues are incorporated into the training activities of the Office. Furthermore, in accordance with Security Council resolution [2467 \(2019\)](#), the Office and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict are encouraged to collaborate more systematically on improving information-sharing. The Council requested the Special Representative on Children and Armed Conflict and the Special Representative on Sexual Violence in Conflict to cooperate and to report to the Council in 2021 on women and girls who become pregnant as a result of sexual violence in armed conflict, including those who bear children born of such sexual violence

Programme performance in 2019 against planned result

- 1.99 A planned result for 2019, which is the mainstreaming of children and armed conflict concerns, especially in United Nations peacemaking, peacekeeping and peacebuilding, including with regional and subregional organizations, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by three high-level meetings held to raise awareness of child protection issues, leading towards the development and implementation of strategies for increased cooperation with regional organizations. Joint activities in 2019 included the participation of the Office in two high-level coordination meetings in Addis Ababa related to children and armed conflict protection in the African Union, one high-level meeting in the context of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region (January 2019), and outreach to and advocacy with the Andean Community, in Lima (June 2019) and the Organization of Islamic Cooperation, in New York (October 2019). The target for 2019 in terms of the mainstreaming of children and armed conflict concerns was for the Office to participate in and organize eight high-level meetings in the Democratic Republic of the Congo (January 2019); two with regional organizations on the monitoring and reporting mechanism, in Nairobi (January 2019) and in Bangkok (August 2019); and one with the Organization of Islamic Cooperation.

Programme performance in 2019: number of children released from parties to conflict nearly triples

- 1.100 In 2019, the efforts of the Office were focused on the thirtieth anniversary of the Convention on the Rights of the Child and the fact that a greater number of Member States were prepared to sign and ratify key international instruments for the improved protection of children in situations of armed conflict, such as the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict, the Safe Schools Declaration, the Principles and Guidelines on Children Associated with Armed Forces or Armed Groups and the Vancouver Principles.
- 1.101 With regard to the eradication of violations committed against children, the Office engaged in the strengthening of the task forces on the monitoring and reporting mechanism on grave violations committed against children in situations of armed conflict through the holding of two regional workshops, for East and South-East Asia and East Africa and the Great Lakes region. Strong partnerships emerged for improving capacity and the collection of information with, among others, the World Health Organization (WHO), UNHCR, the Office of Counter-Terrorism, UNICEF, the

International Labour Organization, UNFPA, UN-Habitat and OHCHR. The Office helped to develop, support and obtain signatures for at least 14 action plans to end violations, with armed groups and government-listed parties, including 3 in the Central African Republic, 1 each in Mali, Somalia, the Syrian Arab Republic and Yemen and with the Arab Coalition to Support Legitimacy in Yemen, 4 in Myanmar and several others in the Democratic Republic of the Congo. These action plans resulted in the release of 13,600 children from armed forces and groups. A study has also been initiated with UNHCR in Somalia to produce information and data on the nexus between grave violations as a key driver of internal displacement and the exposure of children to grave violations in the situation of displacement. The project will explore ways to strengthen the protection of these children and prevent grave violations.

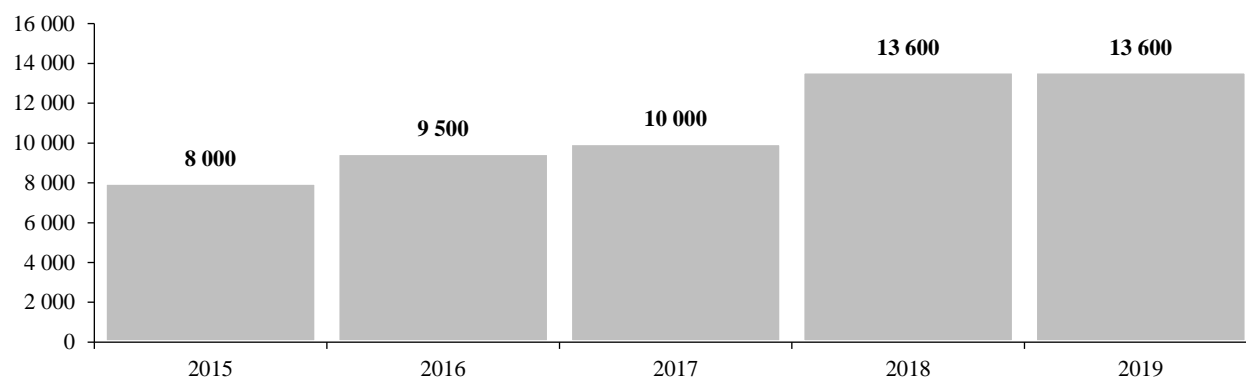
- 1.102 With regard to prevention actions, the Office concluded agreements to develop regional prevention plans in the context of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region and held initial discussions to establish a framework to prevent violations committed against children with the Economic Community of Central African States (ECCAS), the African Union, the League of Arab States and the Andean Community, which will be continued in 2020. A memorandum of understanding was also signed with the European Parliament to continue to exchange information on the prevention of violations committed against children. The Central African Republic has agreed to establish a national plan to end and prevent violations.
- 1.103 With respect to lessons learned, awareness and partnerships, the Office successfully drafted a practical guidance note on the integration of child protection issues into peace processes, conducting four expert consultations and workshops and a survey in that regard. The Office successfully launched the Act to Protect Children Affected by Armed Conflict, during an event co-hosted by the European Union and the African Union, in April 2019. The campaign was rolled out in four countries in situations of conflict in 2019: the Central African Republic, Mali, Somalia and Thailand. With regard to strategic partnerships to break the cycle of violence for children at risk and/or recovering from use and abuse in armed conflict, the Office successfully established the Global Coalition for Reintegration of Child Soldiers, including the creation of a steering committee, an expert advisory committee and the Group of Friends on Disarmament, Demobilization and Reintegration, and drafted three briefing papers: on the gaps and needs for reintegration funding and programmes; reframing reintegration from the humanitarian arena to include development, prevention and peacebuilding; and funding and financing mechanisms for child reintegration. Cooperation in support of all activities surrounding the thirtieth anniversary of the Convention on the Rights of the Child was undertaken through partnerships, including with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office of the Special Representative of the Secretary-General on Violence against Children, UNICEF, OHCHR and international NGOs such as Save the Children.

Progress towards the attainment of the objective, and performance measure

- 1.104 This work contributed to the eradication of grave violations committed against children in situations of armed conflict, as demonstrated by a reduction in the number of children recruited to fewer than 8,000 in 2018–2019. Most of the releases resulted from the direct engagement of the Office and its country task forces to ensure that peace processes and action plans included language calling for the immediate release of children from armed groups and armed forces as a confidence-building measure.

Figure 1.XI

Performance measure: number of children released from armed groups and armed forces, 2015–2019



Planned results for 2021

Result 1: new approach to protect children across borders (result carried over from 2020)

- 1.105 The Office will continue the work related to plans to prevent children from being affected by situations of armed conflict, in line with its mandate, and will assist countries and regional organizations in the development of such plans, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the target performance proposed for 2020, as contained in [A/74/6 \(Sect. 1\)](#).

Table 1.68

Performance measure

2017	2018	2019	2020	2021
N/A	No subregional prevention plans for the release, handover and reintegration of children	Engagement at the subregional level by the Special Representative for the formulation of subregional prevention plans	Adoption and implementation of mutually agreed prevention plans in the relevant subregions of the International Conference on the Great Lakes Region, Intergovernmental Authority on Development, Economic Community of Central African States, Economic Community of West African States, Association of Southeast Asian Nations, Andean Community and League of Arab States	Oversight and follow-up of mutually agreed implementation plans, survey evaluating progress and corrective strategies applied as needed, and research into lessons learned of plans and execution for development of technical guidance on best practices for national and regional prevention plans

Abbreviation: N/A, not applicable.

Result 2: children recruited and used by parties to the conflict (new result)

- 1.106 In the light of the increased number of killings and maiming of children in armed conflict and the ongoing recruitment and use of children, as well as cases of abduction, sexual violence and denials of humanitarian access, and given the work undertaken by the Office with parties on the implementation of action plans towards the delisting of parties of grave violations committed against children, increasing focus will be placed on the development of prevention plans. The Special Representative engages and advocates with parties to conflict to sign and implement actions plans that, when fully implemented and when no further violations have been verified, would lead to the delisting of the party in question by the Secretary-General from his annual report on children and armed conflict. Her Office, in coordination with colleagues on the ground, develops training, conducts technical visits, provides assistance and ensures follow-up with parties to conflict for the drafting of action plans and for their concrete implementation. It is important to recognize trends early through the monitoring process in order to act to prevent an increase in violations through advocacy and the development of prevention plans. When one party is listed for one of the six grave violations, unless the party prevents the other five violations from occurring in the first place, there is a chance of more violations occurring. This can be stopped through public awareness, putting in place prevention measures and advocating the release of children in the early stages of peace processes.
- 1.107 The Office will develop national, regional, subregional and prevention plans, guided by Security Council resolution [2427 \(2018\)](#), while promoting the adoption of international instruments by Member States and strengthening accountability through continued advocacy. Research and field work have already resulted in a national prevention plan in the Central African Republic, the signing of a prevention plan on the six grave violations in South Sudan and the exploration of a regional prevention plan in ECCAS, the Association of Southeast Asian Nations and the Andean Community. Efforts to reinforce and complement an African Union policy on the prevention of children from being affected by armed conflict are under way. Requests for assistance in developing national prevention plans were received from Equatorial Guinea and Mali, and interest was also expressed from Lebanon, Myanmar and the Sudan. An effective set of prevention action was also put in place by the Government of Thailand. Community prevention plans, including in territories where armed groups are prevalent, were also successfully implemented in the Democratic Republic of the Congo, resulting in a 60 per cent decrease in new child recruitment
- 1.108 The Office supported the Government of Thailand in establishing prevention measures, including the creation of the first centre of excellence for training on children and armed conflict for Asian peacekeepers, in Bangkok, and initiated dialogue with the Governments of the Central African Republic, Equatorial Guinea and Mali and regionally in the context of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region.

Internal challenge and response

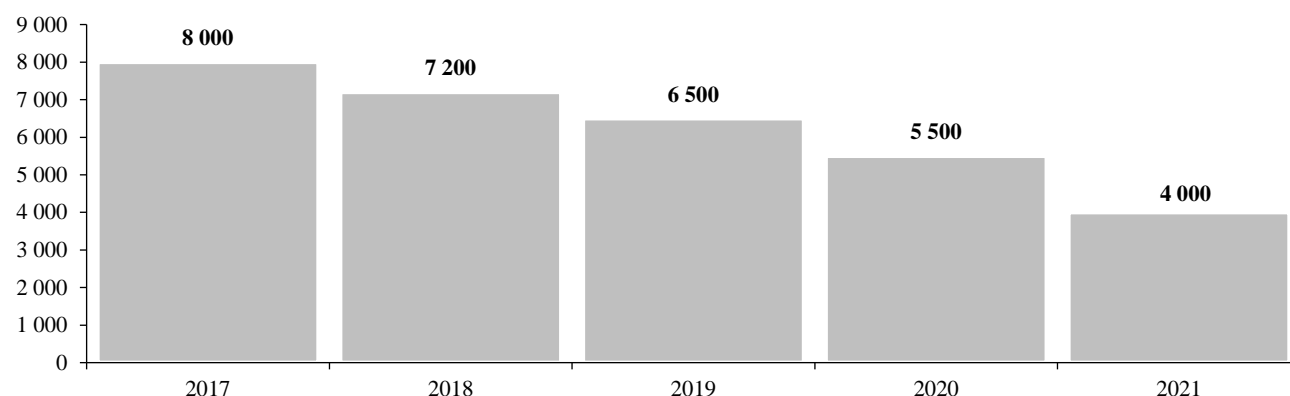
- 1.109 The challenge for the Office was to align strategies and activities, include through the sharing of best practices with United Nations agencies on the ground and finding common effective messages. In response, the Office will send technical teams on the ground to improve coordination with United Nations agencies to ensure alignment in the development and roll-out of public awareness campaigns nationally and regionally, develop best practices and guidance on prevention modalities and on handover and release protocols, advocate the inclusion of child language in peace processes, reinforce reintegration programmes to avoid rerecruitment and support the signing of protection and prevention plans to end and prevent future violations committed against children.

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

- 1.110 This work is expected to contribute to the eradication of grave violations committed against children in situations of armed conflict through strengthened mechanisms for the protection of children used and abused by, for and in armed conflict, which would be demonstrated by a decrease, to 4,000, in the number of children recruited, which represents a 50 per cent reduction compared with the number of children recruited in 2017 by armed groups and forces.

Figure 1.XII

Performance measure: number of children recruited and used by parties to conflict, 2017–2021



Legislative mandates

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

General Assembly resolutions

51/77	The rights of the child	74/133	Rights of the child
58/245	Office of the Special Representative of the Secretary-General for Children and Armed Conflict		

Security Council resolutions

1379 (2001)	1998 (2011)
1460 (2003)	2225 (2015)
1539 (2004)	2427 (2018)
1882 (2009)	2467 (2019)

Deliverables

1.112 Table 1.69 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.69

Office of the Special Representative of the Secretary-General for Children and Armed Conflict: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	4	14	14
1. Annual report to the General Assembly	1	—	1	1
2. Annual report to the Security Council	1	—	1	1
3. Annual Report to the Human Rights Council	1	—	1	1
4. Global horizontal note to the Security Council	4	—	4	4

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
5. Reports on children and armed conflict in specific countries, as well as other reports on situations of concern, to the Security Council	4	4	7	7
Substantive services for meetings (number of three-hour meetings)	23	2	6	4
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
7. Meetings of the Fifth Committee	1	1	1	1
8. Meetings of the General Assembly	5	—	1	1
9. Meetings of the Security Council	14	—	1	1
10. Meetings of the Human Rights Council	2	—	2	—
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	15	10
11. Training for child protection advisers and country task forces on monitoring and reporting mechanisms	10	10	15	10
C. Substantive deliverables				
Consultation, advice and advocacy: briefings and consultations with Member States and regional organizations; briefing materials and guidance tools; and expert advice on policy matters.				
Fact-finding, monitoring and investigation missions: high-level missions and meetings on issues relating to children and armed conflict.				
D. Communication deliverables				
Outreach programmes, special events and information materials: keynote speaker or presenter at non-governmental organization and civil society events, high-level retreats, symposiums, round tables and forums on issues relating to children and armed conflict; training activities (e.g., student visits/forums and presentations to student groups); and multimedia communications materials, including informational brochures.				
External and media relations: press releases and press conferences; interviews; and recorded statements.				
Digital platforms and multimedia content: website updates and social media accounts (including Twitter and Facebook).				

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

1.113 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.70 to 1.72.

Table 1.70

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage			
Posts	1 815.8	1 857.8	—	—	—	—	—	1 857.8	55.5	1 913.3
Other staff costs	154.4	222.2	—	—	11.0	11.0	5.0	233.2	4.4	237.6
Hospitality	—	2.2	—	—	—	—	—	2.2	—	2.2
Travel of staff	102.5	157.6	—	—	—	—	—	157.6	3.0	160.6
Contractual services	31.4	20.1	—	—	—	—	—	20.1	0.4	20.5
General operating expenses	13.2	25.6	—	—	(11.0)	(11.0)	(43.0)	14.6	0.2	14.8
Supplies and materials	0.3	1.9	—	—	—	—	—	1.9	—	1.9
Furniture and equipment	3.8	7.4	—	—	—	—	—	7.4	0.1	7.5
Fellowships, grants and contributions	3.1	—	—	—	—	—	—	—	—	—
Total	2 124.6	2 294.8	—	—	—	—	—	2 294.8	63.6	2 358.4

Table 1.71

Post changes^a

	Number	Level
Approved for 2020	11	1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL) and 2 GS (OL)
Proposed for 2021	11	1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL) and 2 GS (OL)

^a No post changes are proposed for 2021.

Table 1.72

Post resources

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

Part I Overall policymaking, direction and coordination

Category	Changes					2021 proposed ^a
	2020 approved ^a	Technical adjustments	New/expanded mandates	Other	Total	
Other level	2	–	–	–	–	2
Subtotal	3	–	–	–	–	3
Total	11	–	–	–	–	11

^a Includes 11 temporary posts (1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)).

- 1.114 Additional details on the distribution of the proposed resources for 2021 are reflected in tables 1.73 to 1.75 and figure 1.XIII.
- 1.115 As reflected in table 1.73 (1), the overall resources proposed for 2021 amount to \$2,294,800 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 1.116 As reflected in tables 1.73 (2) and 1.74 (2), the Office receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$1,561,900, including three posts, are expected to be received. The resources would be utilized to carry out various activities, including knowledge-sharing and research; systematic outreach to Member States and civil society groups to raise global awareness; capacity-building and technical consultations; participation in fact-finding missions and/or commissions of inquiry in emerging situations of concern; and the further strengthening of engagement with regional and subregional political and military organizations for increased awareness of and mainstreaming of child protection policies. Extrabudgetary resources represent 39.8 per cent of the total resources for the Office.

Table 1.73
Evolution of financial resources by component

(Thousands of United States dollars)

(1) Regular budget

	Changes							2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Programme of work	2 124.6	2 294.8	–	–	–	–	–	2 294.8	63.6	2 358.4
Subtotal, 1	2 124.6	2 294.8	–	–	–	–	–	2 294.8	63.6	2 358.4

(2) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	1 522.4	1 561.9	1 561.9
Subtotal, 2	1 522.4	1 561.9	1 561.9
Total	3 647.0	3 856.7	3 920.3

Table 1.74
Evolution of post resources by component

(1) Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	11	—	—	—	—	11
Subtotal, 1	11	—	—	—	—	11

(2) Extrabudgetary

	2020 estimate	2021 estimate
Programme of work	3	3
Subtotal, 2	3	3
Total	14	14

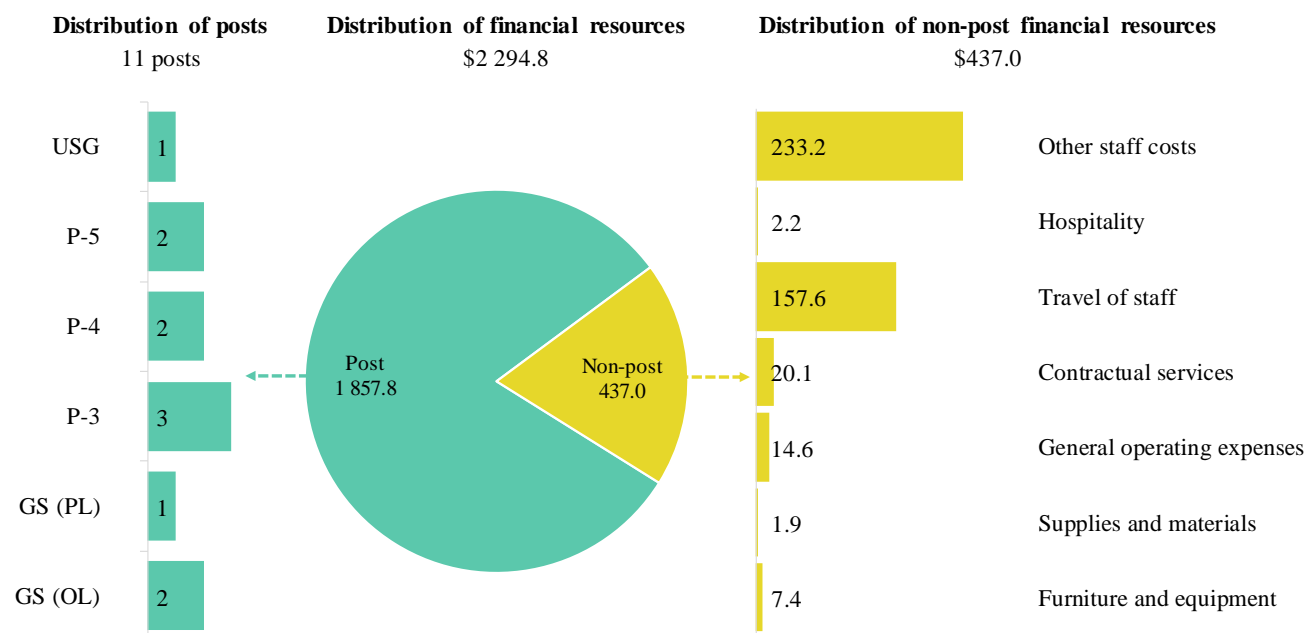
Table 1.75
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Post	1 815.8	1 857.8	—	—	—	—	—	1 857.8
Non-post	308.8	437.0	—	—	—	—	—	437.0
Total	2 124.6	2 294.8	—	—	—	—	—	2 294.8
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		3	—	—	—	—	—	3
Total		11	—	—	—	—	—	11

Figure 1.XIII
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



1.117 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.76. While the Office makes every effort to follow advance booking for air travel, it is not always possible to comply owing to unforeseen circumstances such as receiving invitations to high-level events hosted by Member States or regional organizations less than three weeks before the event. In addition, owing to the nature of the mandate, political opportunities and openings arise unexpectedly that require staff to travel at short notice in order to seize such opportunities and advance the implementation of the mandate. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.76
Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	37.5	100	100

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

Foreword

Conflict-related sexual violence has long been considered as “history’s greatest silence”. It has been considered an “inevitable” by-product of conflicts, a “lesser crime” or an “unspeakable” violation owing in large part to the deadly stigma attached to such acts. These “myths” have ensured that the silence surrounding sexual violence in conflict has endured through history, turning victims into outcasts and perpetuating impunity. Indeed, history is replete with examples of how, in times of conflict and in its aftermath, rape and other forms of sexual violence are used as a strategic weapon to punish, control, humiliate, dominate and instil fear in populations, to target specific groups on the basis of ethnicity, religious identity or political affiliation, or to forcibly displace civilians from locations deemed strategically important. Sexual violence is used as a weapon in global conflicts precisely because it is so effective: it devastates the victim and fractures families and communities. Crimes of sexual violence diminish the prospects of reconciling communities and achieving durable peace.

2019 marked the 10-year anniversary of the establishment of the conflict-related sexual violence mandate by the Security Council, and in the past decade we have witnessed a paradigm shift in terms of how these violations are understood and addressed. The problem is now recognized as a legitimate threat to the maintenance of international peace and security that requires a security and justice sector response. Through successive annual reports of the Secretary-General on conflict-related sexual violence, compiled by my Office since 2009, a public, historical record has been created for a crime that has hitherto been omitted from official accounts of war and peace. The Council, through a series of resolutions, has established infrastructure to address sexual violence and a compliance regime to prevent it. One of the primary roles of my Office has been to advise and support members of the Council in developing this normative prevention framework and to catalyse the consequent operational response. A major development in 2019 was the adoption of a new landmark resolution of the Council, [2467 \(2019\)](#), which for the first time articulates a “survivor-centred approach” in all aspects of our operational and programmatic response. More consistent and reliable monitoring and analysis of patterns and trends of sexual violence have cast light on important new dimensions of the agenda, including the use of sexual violence as a tactic of terrorism, utilized by extremist groups in pursuit of their core ideological and strategic objectives. There is a clearer understanding of the intersection of conflict-related sexual violence and the related issue of trafficking of people in armed conflict. We now also appreciate better the transgenerational stigma and manifestation of sexual violence, including the way in which it affects children born of wartime rape who urgently require tailor-made programmatic interventions.

There are also unprecedented challenges on the horizon, including enforcing the compliance of non-State actors, many of whom have been repeatedly listed by the Secretary-General over the past decade. Our continued focus on justice and accountability is crucial as a central aspect of deterrence and, ultimately, prevention. My Office will continue to encourage national ownership, leadership and responsibility as a central strategic priority and provide technical support to Member States in enhancing their justice and security sector responses. At the same time, we are obliged to fulfil our duty to care for the survivors, who require life-saving medical and psychosocial services and reparations and livelihood support. Continued advocacy for increased support for survivors is an essential part of my Office’s strategy, as is addressing the root causes of this violence, which includes structural gender inequality and discrimination. I am therefore encouraged by another significant mark of progress in 2019, which is the establishment of the first Global Survivors Fund, an initiative on which my Office has worked with the 2018 Nobel Laureates, Dr. Denis Mukwege and Nadia Murad. I believe that sexual violence in conflict is not inevitable and that it can be eradicated. The deep silence that has traditionally shrouded crimes of sexual violence has finally been broken. It is essential now that we build on the momentum generated in the past 10 years and ensure that it translates into concrete action. I believe that this is the challenge of our time and a litmus test of our collective humanity.

(Signed) Pramila **Patten**
Under-Secretary-General and Special Representative of the Secretary-General

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

Overall orientation

Mandates and background

- 1.118 The Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict is responsible for providing coherent and strategic leadership on preventing and addressing sexual violence as a weapon of war and tactic of terrorism and to engage with justice and security sectors, all parties to armed conflict and civil society. The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolution [65/259](#), by which the Assembly established the Office of the Special Representative, following the establishment of the mandate of the Special Representative pursuant to Security Council resolution [1888 \(2009\)](#). In accordance with resolution [1888 \(2009\)](#) and recognizing that conflict-related sexual violence remains underreported and insufficiently addressed, the role of the Special Representative and that of the Office is, among other things: (a) to give victims and affected communities a voice; (b) to mobilize the political will and action of the international community, in particular to address the impunity of perpetrators of violations; (c) to foster collaboration and partnerships and broaden the circle of stakeholders on the issue; (d) to coordinate advocacy and programmatic responses, in particular in the United Nations system; (e) to ensure more reliable and comprehensive data on sexual violence in conflict as a basis for action at all levels; and (f) to disseminate information/knowledge on approaches and best practices to address sexual violence in conflict.
- 1.119 The mandate derives from the priorities established in relevant Security Council resolutions, including [1820 \(2008\)](#), [1888 \(2009\)](#), [1960 \(2010\)](#), [2106 \(2013\)](#) and [2467 \(2019\)](#), as well as relevant country-specific and sanctions resolutions that make explicit reference to sexual violence in conflict and the mandate of the Special Representative. Furthermore, the adoption of Council resolutions [2331 \(2016\)](#) and [2388 \(2017\)](#) extends the scope of work of the Office to the areas of counter-terrorism and trafficking in armed conflict, including for the purposes of sexual slavery, and related security and justice sector engagement.

Programme of work

Objective

- 1.120 The objective, to which this Office contributes, is to prevent and eradicate sexual violence as a tactic of war and terror and improve the provision of multisectoral services for survivors.

Strategy

- 1.121 To contribute to the prevention and eradication of sexual violence as a tactic of war and terror, the Office will continue to focus on justice and accountability for such crimes as a key element of deterrence and prevention, including through the engagement with justice and security actors in countries of concern. The Office will continue to engage with Member States at the global level, including in the General Assembly and the Security Council, and to foster national ownership, leadership and responsibility in situations of concern. A significant result in 2019 was the adoption of Council resolution [2467 \(2019\)](#), which for the first time articulates a survivor-centred approach in all aspects of prevention and response to conflict-related sexual violence. This new framework is expected to result in an enhanced security and justice sector response to incidents of sexual violence in conflict. Past results in these areas include the arrest and prosecution of Kokodikoko, the leader of the local armed militia known as Raia Mutomboki in the Democratic Republic of the Congo, who was listed in the annual report of the Secretary-General on conflict-related sexual violence in 2019.

The Shabunda action plan, a comprehensive strategy developed by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, led to a 40 per cent decrease in sexual violence in the first six months of 2019, and progress has also been made in the prevention of sexual violence by the national police in the country. Furthermore, an addendum to the joint communiqué to prevent and address conflict-related sexual violence signed in March 2013 was agreed to during the visit to the Democratic Republic of the Congo by the Special Representative in December 2019, reinforcing the commitments enshrined in the existing action plans for the national military and police. Progress was also made in the justice sector in Mali, where the Special Representative visited in February 2019 and signed a joint communiqué with the Government. In South Sudan, the then Commander-in-Chief of the Sudan People's Liberation Movement-Army in Opposition, Riek Machar, issued orders for the immediate release of estimated 500 women and girls abducted in Western Equatoria.

- 1.122 To contribute to the improved provision of multisectoral services for survivors, the Office will continue to adopt a survivor-centred approach, in line with Security Council resolution [2467 \(2019\)](#) and informed by the engagement with survivors, civil society and relevant United Nations entities, as well as United Nations peace operations, in particular at the grass-roots level. The Office will strive to expand the circle of stakeholders and encourage concerted and coordinated action among a broad range of actors at the international, regional and national levels. This work is expected to result in improved access to appropriate, accessible and good-quality services, including health care, psychosocial support, legal services, reparations and livelihood support for all survivors, as well as programmatic provisions for children born of conflict-related sexual violence. Past results in these areas include progress in improving multisectoral services for survivors in conflict-affected areas such as Myanmar, where there was improved access to physical and mental health services, as well as legal assistance to survivors of human trafficking, and economic empowerment through livelihood and entrepreneurship opportunities. Progress was also made to address the vulnerability of Rohingya refugees residing in camps in Bangladesh to sexual violence and trafficking through the signing of a framework of cooperation between the Special Representative and the Government of Bangladesh in September 2018.

External factors for 2021

- 1.123 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) Continued high level of political will on the part of all stakeholders to work towards preventing sexual violence and ending the impunity of persistent perpetrators in situations of armed conflict;
 - (b) Member States and other key stakeholders see a convergence between their strategic interests and priorities and upholding the international protection regime that has been established to prevent conflict-related sexual violence.
- 1.124 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, political commitments negotiated with parties to conflict (e.g., joint communiqués and frameworks of cooperation) systematically integrate engagement with women civil society organizations and the meaningful participation of women and girls in countries where they are often absent in decision-making processes, including peace processes. Incidents of conflict-related sexual violence are also systematically disaggregated by sex and age by the Office and United Nations reporting agencies, which offer a gender-inclusive analysis for the Security Council.
- 1.125 With regard to cooperation with other entities, the Office has also deepened its engagement with regional and subregional actors, including the African Union, the League of Arab States, the European Union, the Economic Community of West African States and the International Conference on the Great Lakes Region, including through formal frameworks of cooperation to prevent and address sexual violence in conflict.

- 1.126 With regard to inter-agency coordination and liaison, the Special Representative chairs the United Nations Action Against Sexual Violence in Conflict, a network of 15 United Nations departments and offices and other entities working to improve monitoring, reporting and information-sharing and to strengthen system-wide analysis and response. The members of the network include United Nations departments and offices (the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Department of Political and Peacebuilding Affairs, the Department of Peace Operations, UNHCR, OHCHR, the Office for the Coordination of Humanitarian Affairs and the Office of Disarmament Affairs), as well as other United Nations system entities (UNFPA, UNDP, the Joint United Nations Programme on HIV/AIDS, WHO, UNICEF, the World Food Programme, the International Organization for Migration and UN-Women).

Evaluation activities

- 1.127 Two self-evaluations, namely, a review of the United Nations Action Against Sexual Violence in Conflict multi-partner trust fund and a review of the joint programme of the Team of Experts on the Rule of Law and Sexual Violence in Conflict, have guided the programme plan for 2021. The ongoing strategic planning exercises of the Office reflect the new dimensions of the conflict-related sexual violence agenda, as articulated by the Security Council in its resolution [2467 \(2019\)](#).
- 1.128 These evaluations emphasized the implementation of key aspects of Security Council resolutions in priority countries, including the provision of technical support to national institutions and to strengthen a justice and security sector response to conflict-related sexual violence. These priorities have been reflected in the 2021 plan.

Programme performance in 2019 against planned result

- 1.129 A planned result for 2019, which is the operationalization of the accountability system outlined in Security Council resolution [1960 \(2010\)](#), as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by formal commitments undertaken by the Governments of the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo, Guinea, Iraq, Mali, Myanmar, Somalia and South Sudan to strengthen prevention through justice and accountability for crimes of sexual violence and improved services for survivors. In addition, formal commitments were undertaken by six non-State actors in Mali and two in South Sudan.

Programme performance in 2019: South Sudan takes measures to eradicate sexual violence in conflict as a tactic of war

- 1.130 The Government of South Sudan has made formal commitments to prevent sexual violence through a joint communiqué with the Office and the adoption of clear provisions in the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan that contains calls for an end to all forms of sexual violence. Sexual violence has been widely used to humiliate both victims and their entire communities, with political and ethnic undertones, in a climate of impunity. Between April and August 2018, 43 cases of rape and gang rape were committed, and 505 women and 63 girls were abducted by members of the Sudan People's Liberation Movement-Army in Opposition, in Western Equatoria, South Sudan.
- 1.131 The Office continued to engage with the Government of South Sudan, including justice and security sectors and non-State actors, to implement relevant joint communiqués, in accordance with Security Council resolutions [1960 \(2010\)](#) and [2106 \(2013\)](#). The Office carried out a technical level visit to the country in May 2019, which included the Team of Experts on the Rule of Law and Sexual Violence in Conflict. The Team provided substantive support to the national armed forces and police forces, which promoted justice and accountability for sexual violence in the country. Technical support was provided through a number of consultations with a focal point of the armed forces and the team that they established to implement their action plan, supporting a workshop of the drafting

committee for the South Sudan national police services action plan on conflict-related sexual violence, and conducting a validation workshop for the Sudan People's Liberation Movement-Army in Opposition action plan on conflict-related sexual violence to review and validate the plan.

- 1.132 The Office also engaged with the Sudan People's Liberation Movement-Army in Opposition leadership, a signatory to the Revitalized Agreement, to encourage internal investigations of and disciplinary measures for those implicated in sexual violence in conflict, including through a direct meeting with its then commander-in-chief, Riek Machar. The adoption by the Security Council of resolution 2476 (2019) provided an additional normative framework to implement the Office's work in South Sudan, in particular in area of the strengthening and monitoring of the implementation of relevant commitments by parties to conflict.
- 1.133 Furthermore, the Office created an important entry point for different components of the United Nations Mission in South Sudan (UNMISS) to engage with non-State actors in South Sudan through the Senior Women's Protection Adviser's office within the Mission.

Progress towards the attainment of the objective, and performance measure

- 1.134 This work contributed to the prevention of sexual violence used as a tactic of war and terror, as demonstrated by the commitments by parties to conflict, including the launch of the action plan of the South Sudan armed forces to implement the joint communiqué. This resulted in the formation of the implementation oversight committee of the armed forces and a nationwide roll-out of the action plan, commencing with the training of the armed forces by the office of the Senior Women's Protection Adviser in UNMISS in more than 20 locations. In addition, the Office's contribution to the prevention of sexual violence was demonstrated by the finalization of the action plan with the South Sudan police forces, which was launched by the police Inspector General in 2019. Furthermore, a contribution to the objective was demonstrated by a command order issued in 2019 by the then commander-in-chief of Sudan People's Liberation Movement-Army in Opposition, Riek Machar, to prohibit acts of sexual violence in conflict and a further command order that required the immediate release of the abducted women and girls in Western Equatoria, South Sudan. The releases have been initiated, with a joint verification committee established to facilitate the process.

Table 1.77
Performance measure

2015	2016	2017	2018	2019
The Government of South Sudan is committed to developing the implementation plan of the joint communiqué	Formal Government commitment to work with the Office of the Special Representative to develop action plans to enhance its institutional capacity	The armed forces approved the action plan to prevent sexual violence	The Government and non-State actors agreed to revitalize work towards establishing concrete measures to implement the joint/unilateral communiqués	Action plans of both the armed forces and police forces launched; Sudan People's Liberation Movement-Army in Opposition command order issued; action plan launched
53 Sudan People's Liberation Movement-Army in Opposition commanders signed undertakings reinforcing their responsibility in addressing sexual violence				

Planned results for 2021

Result 1: enhanced political action and engagement to address conflict-affected sexual violence (result carried over from 2020)

- 1.135 The Office will continue the work related to political engagement to prevent sexual violence in conflict, in line with its mandate, and will assist countries in the development of preventive measures, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the target performance proposed for 2020, as contained in [A/74/6 \(Sect. 1\)](#).

Table 1.78

Performance measure

2017	2018	2019	2020	2021
N/A	Framework of cooperation signed with Bangladesh	Discussions on the code of conduct by the subnational authorities in Bangladesh	Adoption of new code of conduct and measures by the police and border guard forces in Bangladesh to prevent sexual violence and a global set of guidance	Measures put in place by national authorities and international partners to improve service provisions in Rohingya refugee camps and to mitigate vulnerability to trafficking, in particular, Rohingya women and children

Abbreviation: N/A, not applicable.

Result 2: national authorities fulfil the needs of diverse range of survivors through survivor-centred approach (new result)

- 1.136 The Special Representative has taken a survivor-centred approach in all aspects of her work and made this a strategic priority of the mandate, in line with Security Council resolution [2467 \(2019\)](#). This entails, among other things, advocacy for victims and witness protection as they relate to the investigation and prosecution of sexual violence crimes and the provision of a full range of health and legal services and livelihood support. The Office brought perspectives of survivors to policy-making bodies, including the Council, and provided survivors with a platform to be heard during successive events, since 2016, to commemorate the International Day for the Elimination of Sexual Violence in Conflict and a survivors' hearing convened in 2019 to commemorate the 10-year anniversary of the establishment of the mandate of the Special Representative. When the Special Representative undertook missions to affected countries, she engaged with survivors and civil society to learn their needs and recommended necessary action to Council members and other Member States on the basis of survivors' perspectives. These policy recommendations focused on such areas as the clinical management of rape and greater funding for medical, psychosocial and legal services, reintegration support and economic livelihood programmes. The survivor-centred perspective of the Special Representative informed the adoption of resolution [2467 \(2019\)](#), which will further institutionalize a survivor-centred approach in all aspects of the prevention and response to sexual violence in conflict.
- 1.137 In 2019, through the joint advocacy of the Special Representative with Dr. Denis Mukwege and Nadia Murad, the first dedicated global fund to support survivors of sexual violence in conflict was established, with a funding contribution of \$12 million by Member States registered by February

2020. It is anticipated that this fund will ensure reparations and livelihood support for survivors, beginning with pilot projects in the Democratic Republic of the Congo, Guinea and Iraq.

Internal challenge and response

- 1.138 The challenge for the Office was to ensure a common position of the United Nations system on how to best address sexual violence in conflict, which could then be translated into the technical support provided to the various Governments in that regard. In response, the Office will develop consistent and uniform guidance on the implementation of system-wide support to the Governments that relies on survivor-centred approaches, in line with Security Council resolution [2467 \(2019\)](#).

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

- 1.139 This work is expected to contribute to the prevention and eradication of sexual violence as a tactic of war and terror and the improvement in the provision of multisectoral services for survivors, which would be demonstrated by strengthened monitoring, analysis and reporting to inform prevention and response; a greater allocation of resources for gender-based violence area of responsibility; and the ongoing adoption and implementation by Governments in countries of concern of commitments to prevent and address conflict-related sexual violence.

Table 1.79
Performance measure

2017	2018	2019	2020	2021
N/A	Governments of countries concerned addressed survivor-centred approach in formal agreements with the Office of the Special Representative	For the first time, Security Council calls for survivor-centred approach, in its resolution 2467 (2019)	Governments reflect resolution 2467 (2019) and survivor-centred approach in the formal commitments undertaken to address conflict-related sexual violence	Governments implement survivor-centred measures, in line with commitments undertaken in the framework of resolution 2467 (2019)

Abbreviation: N/A, not applicable.

Legislative mandates

- 1.140 The list below provides all mandates entrusted to the programme.

General Assembly resolution

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

Security Council resolutions

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

Deliverables

1.141 Table 1.80 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.80

Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report of the Secretary-General on conflict-related sexual violence to the Security Council, including listing of parties to the conflict	1	1	1	1
2. Country-specific and/or thematic report on conflict-related sexual violence	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	9	10	10	10
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
5. Briefings to Security Council	5	7	5	5
6. Briefings to human treaty bodies	1	—	2	2
7. Special Committee on Peacekeeping Operation	1	1	1	1

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

1.142 The proposed regular budget resources for 2021 including the breakdown of resource changes, as applicable, are reflected in tables 1.81 to 1.83.

Table 1.81

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	1 488.2	1 570.1	–	–	–	–	–	1 570.1	47.7	1 617.8
Other staff costs	–	34.0	–	–	–	–	–	34.0	0.6	34.6
Hospitality	–	2.6	–	–	–	–	–	2.6	–	2.6
Travel of staff	80.6	127.8	–	–	–	–	–	127.8	2.4	130.2
Contractual services	0.2	11.0	–	–	–	–	–	11.0	0.2	11.2
General operating expenses	19.6	39.8	–	–	–	–	–	39.8	0.6	40.4
Supplies and materials	–	4.1	–	–	–	–	–	4.1	–	4.1
Furniture and equipment	2.7	3.6	–	–	–	–	–	3.6	0.1	3.7
Improvements to premises	0.3	–	–	–	–	–	–	–	–	–
Fellowships, grants and contributions	4.3	–	–	–	–	–	–	–	–	–
Total	1 595.9	1 793.0	–	–	–	–	–	1 793.0	51.6	1 844.6

Table 1.82

Post changes^a

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

^a No post changes are proposed for 2021.

Table 1.83

Post resources

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

Part I Overall policymaking, direction and coordination

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service						
Other level	2	–	–	–	–	2
Subtotal	2	–	–	–	–	2
Total	8	–	–	–	–	8

1.143 Additional details on the distribution of proposed resources for 2021 are reflected in tables 1.84 to 1.86 and figure 1.XIV.

1.144 As reflected in table 1.84 (1), the overall resources proposed for 2021 amount to \$1,793,000 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

1.145 As reflected in tables 1.84 (2) and 1.85 (2), the Office receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$3,461,100, including 12 posts, are expected to be received to provide support in carrying out various activities, including for the Team of Experts on the Rule of Law and Sexual Violence in Conflict mandated pursuant to Security Council resolution [1888 \(2009\)](#) and for the secretariat of United Nations Action against Sexual Violence in Conflict. Extrabudgetary resources represent 65.2 per cent of the total resources for the Office.

Table 1.84
Evolution of financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage			
Programme of work	1 595.9	1 793.0	—	—	—	—	—	1 793.0	51.6	1 844.6
Subtotal, 1	1 595.9	1 793.0	—	—	—	—	—	1 793.0	51.6	1 844.6

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	3 461.1	3 461.1	3 461.1
Subtotal, 2	3 461.1	3 461.1	3 461.1
Total	5 057.0	5 254.1	5 305.7

Table 1.85
Evolution of post resources by component

(1) Regular budget

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

(2) Extrabudgetary

	2020 estimate	2021 estimate
Programme of work	12	12
Subtotal, 2	12	12
Total	20	20

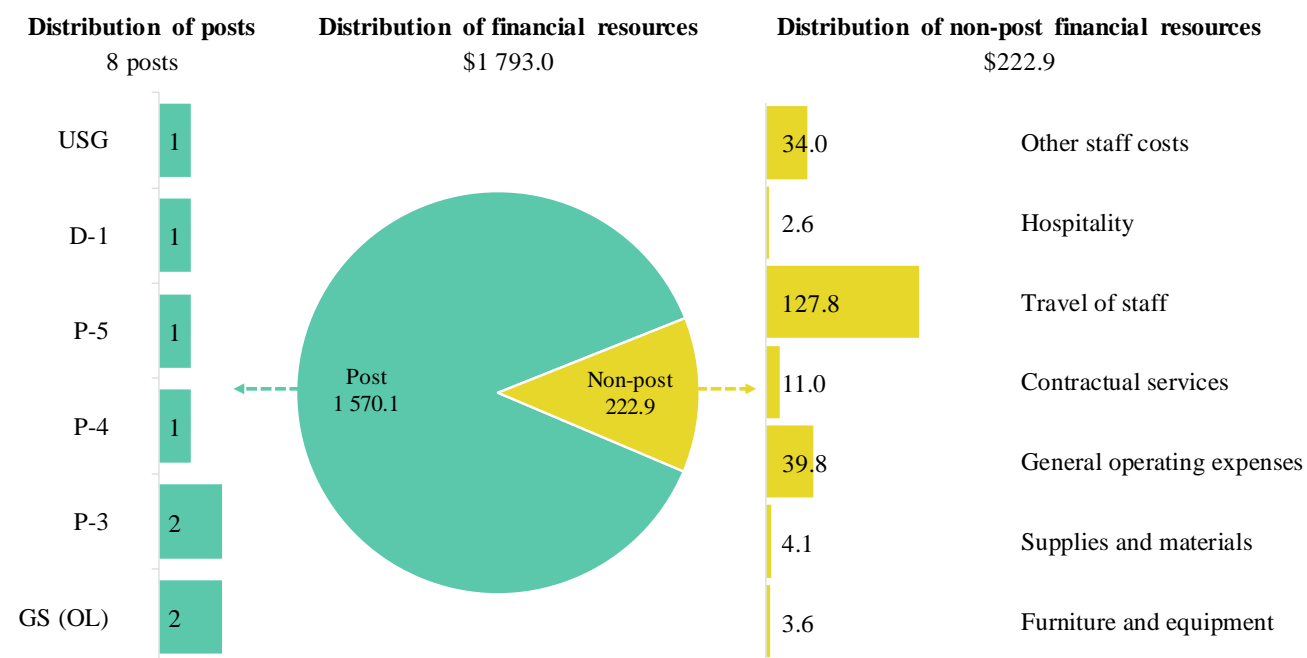
Table 1.86
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 488.2	1 570.1	—	—	—	—	—	1 570.1
Non-post	107.7	222.9	—	—	—	—	—	222.9
Total	1 595.9	1 793.0	—	—	—	—	—	1 793.0
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 1.XIV
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



1.146 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.87. The majority of travel for the Office is related to the high-level engagements of the Special Representative with priority countries and technical missions to follow up on the formal agreements reached between the Special Representative and national authorities. While every effort is made to ensure advance planning for all official travel, the finalization of travel requests for such missions depends on visa approvals and confirmations of missions and meetings with government interlocutors by the national authorities. Final confirmations, including meetings at the ministerial level, are often received closer to the time of travel. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.87
Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	37.5	100	100

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

Foreword

Since my arrival as the Special Representative of the Secretary-General on Violence against Children on 1 July 2019, I have focused on mobilizing and galvanizing forces to accelerate action to achieve target 16.2 of the Sustainable Development Goals and other related Goals.

2019 was a particularly important year and marked the tenth anniversary of the mandate, the thirtieth anniversary of the adoption of the Convention on the Rights of the Child and the review of the first four-year phase of implementation of the 2030 Agenda for Sustainable Development. For this purpose, a thematic report, entitled *Keeping the Promise: Ending Violence against Children by 2030*, was developed by my Office in cooperation with a wide range of partners, including children themselves. There is evidence in the report of some progress on children's rights, including children's protection from all forms of violence, but progress is too slow and there is a need for a greater sense of urgency for action.

It is estimated that up to 1 billion children between 2 and 17 years of age have experienced physical, sexual or emotional violence or neglect in the past year^a and that half of the world's children are therefore victims of violence annually,^b while 300 million children between 2 and 4 years of age are victims of physical and psychological abuse. I am concerned that these already staggering numbers of children affected by violence may be further increased through current disturbing trends that include climate change, protracted conflicts, humanitarian disasters, increasing numbers of children on the move, new technologies, the spread of terrorism and violent extremism, and harmful social norms, such as increasing disparities in social and economic conditions, poverty, social exclusion and discrimination.

Violence leaves long-lasting scars on children's lives. It often has irreversible consequences on their development and well-being and limits their opportunities to thrive later in life. It also weakens the very foundation of social progress, generating huge costs for society, according to some estimates up to \$7 trillion annually, slowing economic development and eroding the human and social capital of States.^c Because of its negative impact on every aspect of development, we must treat violence as a cross-cutting concern of the 2030 Agenda and ending it must remain a priority. We must ask ourselves: if the costs of inaction on violence against children are so high and the solutions are known, why does it continue? What must we do to move better, faster and further in bringing it to an end?

As I move forward in my work, these will be my guiding questions and my key areas of focus will therefore be: (a) advocacy and mobilization of all key stakeholders at the global, regional and national levels for the accelerated implementation of target 16.2 of the Sustainable Development Goals and of other related Goals; (b) ensuring that all forms of violence are included in the implementation of the 2030 Agenda, thereby ensuring that no child is left behind; and (c) amplifying the voices of children, with attention paid to the most vulnerable.

(Signed) Najat Maalla M'jid
Special Representative of the Secretary-General on Violence against Children

^a See World Health Organization, "Violence against children: key facts". Available at www.who.int/news-room/fact-sheets/detail/violence-against-children.

^b See Susan Hillis and others, "Global prevalence of past-year violence against children: a systematic review and minimum estimates", *Pediatrics*, vol. 137, No. 3 (March 2016).

^c See Overseas Development Institute, *The Costs and Economic Impact of Violence against Children* (September 2014).

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

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy

- 1.149 To contribute to accelerating action to end all forms of violence against children by 2030, the Office will engage in voluntary national review processes at the global level to ensure that violence against children is a priority in the reviews, engage with the regional commissions to ensure that the protection of children from violence is reflected in their work on the Sustainable Development Goals supporting United Nations Member States, engage with intergovernmental regional organizations to ensure that their activities on violence against children are aligned with the 2030 Agenda, and increase the attention given to violence against children in the United Nations system through leading the Inter-Agency Working Group on Violence against Children and participation in other related inter-agency working groups. This work is expected to result in a more effective prevention and response to violence against children. Past results in these areas include an increase in countries that have addressed violence against children in their voluntary national reviews to the high-level political form on sustainable development, from 2 of 22 submitted in 2016 to 35 of 47 in 2019.
- 1.150 To contribute to accelerating action to end all forms of violence against children by 2030, the Office will also raise awareness among Member States on the impact of armed violence on children by organizing joint workshops with the Special Representative of the Secretary-General on Children and Armed Conflict, provide input to reports by other United Nations agencies and advocate with and support Member States in the negotiations of the Human Rights Council resolution on arms and children. It will contribute to the follow-up on the Global Compact for Safe, Orderly and Regular Migration and the global compact on refugees by finalizing a report on children on the move and advocate with Member States to end the deprivation of liberty of migrant children and the separation of families. It will promote the integration of justice for children by leading the work to revise the Secretary-General's guidance note on justice for children, coordinate with other United Nations entities to implement the recommendations in the global study on children deprived of liberty and provide guidance to Member States on laws and policies on justice for children and research on links between violence against children and violent extremism in order to inform prevention and reintegration strategies. This work is expected to result in the most vulnerable and marginalized children being included in the progress to achieve the Sustainable Development Goals. Past results in these areas include a report on harmful cultural practices, on safeguarding the rights of girls in the justice system and on the protection of children online, which all highlighted areas of violence against children that had not received sufficient attention.

- 1.151 To contribute to accelerating action to end all forms of violence against children by 2030, the Office will amplify the voices of children and their concerns and proposals, with a focus on their engagement as citizens. For this purpose, it will develop guidelines on how Member States can engage with children in a positive, ethical and meaningful manner on children's priorities. This work is expected to result in more effective policies to prevent all forms of violence against all children, especially the most vulnerable and marginalized, and better and more accessible services for the victims. Past results in these areas include strengthening national and municipal systems for children to participate and express their views in Indonesia, Saint Lucia and Vanuatu, the organization of a conference for children to participate and express their views on the Sustainable Development Goals in Mauritius, Mongolia and the Philippines, and the use of data to gauge children's input and views regarding situations that concern them in Serbia and Sierra Leone.

External factors for 2021

- 1.152 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) Governments have the political commitment to accelerate actions to prevent and end violence against children, in the framework of the decade of action for the Sustainable Development Goals;
 - (b) United Nations agencies, civil society and the private sector are committed to working together for and with children.
- 1.153 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, by employing a gender lens to why different forms of violence are affecting boys and girls differently how gender inequalities increase vulnerabilities to violence. While some forms of harmful practices such as early marriage and female genital mutilation are targeting girls, other forms such *bacha bazi* and *talibe* concern primarily boys. Through applying this approach in the work on bullying, it was also clear that children who identify outside the traditional gender norms were particularly targeted by bullies.
- 1.154 With regard to cooperation with other entities, effective cooperation between the many actors in this field is critical. Children's lives are not divided thematically to correspond to the mandates of the organizations working on their behalf: they are often exposed to more than one form of violence and in more than one setting. The Special Representative will continue to mobilize partnerships at all levels and involve all stakeholders in order to generate the necessary resources and spur action. The Special Representative will use a participatory and consultative approach to support cooperation and constructive dialogue with all relevant stakeholders at the national, regional and international levels to respond effectively to the continuum of violence that child victims face.
- 1.155 With regard to inter-agency coordination and liaison, the Office revitalized the Inter-Agency Working Group on Violence against Children with a meeting held in December 2019. Several new agencies have been invited to join the Working Group and new forms for cooperation have been agreed to, including new forms for continuous information-sharing. The Working Group will be a crucial tool to support the decade of action for the Sustainable Development Goals. In addition, the Office is participating in several different coordination groups, such as the United Nations Global Counter-Terrorism Compact and the High-level Steering Group on preventing sexual exploitation and abuse.

Programme performance in 2019 against planned result

- 1.156 A planned result for 2019, which is strengthened national commitment to children's protection from violence through advocacy, high-level policy dialogue and technical support to Member States in line with the 2030 Agenda, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 58 countries that have by now prohibited corporal punishment in all settings, almost reaching the target of 60.

Programme performance in 2019: *Keeping the Promise – Ending violence against Children by 2030*

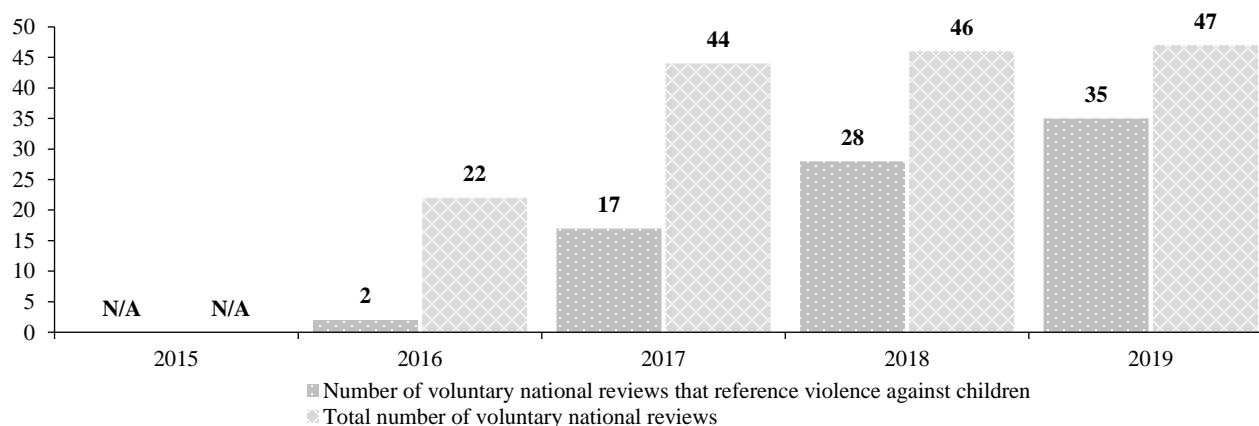
- 1.157 It is estimated that up to 1 billion children between 2 and 17 years of age have experienced physical, sexual or emotional violence or neglect in the past year and that half of the world's children are therefore victims of violence annually, while 300 million children between 2 and 4 years of age are victims of physical and psychological abuse. Globally, one in five victims of human trafficking is a child and two in every five modern slaves are children. Of increasing concern is children's safety when they are online.
- 1.158 The Office engaged with several regional initiatives to support national efforts to strengthen the prevention and monitoring of and response to children's exposure to violence. The Office also issued a report to take stock of progress and identify challenges to the progress made in achieving the Sustainable Development Goals, in particular target 16.2. The report, *Keeping the Promise: Ending Violence against Children by 2030*, was developed in cooperation with wide range of partners, including children themselves. It was found that, five years after the adoption of the 2030 Agenda, there was progress on stronger legal and policy frameworks, more and better-quality data and solid evidence on what works to end violence. There was also a greater coherence and coordination among different stakeholders working for the well-being of children and growing partnerships and coalitions, including with the most important allies of all: the children themselves. However, the report also illustrated that progress was slow, too slow for us to be able to keep our promise to the world's children to live free from violence by 2030. The Office advocated with Member States to pay more attention to violence against children in their voluntary national reviews that they submit to the high-level political forum on sustainable development, which indicates the increased attention given to violence against children in their efforts to achieve the Goals.

Progress towards the attainment of the objective, and performance measure

- 1.159 This work contributed to an acceleration of action to end all forms of violence against children by 2030, as demonstrated by 35 voluntary national reviews submitted in 2019 that referenced violence against children, which indicates the increased attention given to violence against children in the efforts of Member States to achieve the Sustainable Development Goals. This number represent a significant increase compared with only 2 similar reviews in 2016.

Figure 1.XV

Performance measure: number of Member State voluntary national reviews that reference violence against children, 2015–2019



Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: increase the visibility of violence against children on the international agenda (result carried over from 2020)

- 1.160 The Office will continue the work related to the mobilization of action towards the eradication of all forms of violence against children, in line with its mandate, and will continue to mobilize support and action to protect children, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the target performance proposed for 2020 as contained in [A/74/6 \(Sect.1\)](#).

Table 1.88
Performance measure

2017	2018	2019	2020	2021
N/A	Recognition by Member States of the need to address bullying and cyberbullying systematically, as evidenced by General Assembly resolution 73/154	Wide recognition by Member States of the highly negative impact that peer-on-peer violence has on children's lives, which will manifest itself through their active engagement of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators and the inclusion of violence against children, including bullying, in voluntary national reviews on the Sustainable Development Goals	Inclusion of an indicator on bullying in the global indicator framework for the targets of the Goals after the 2020 comprehensive review of the indicators	Information and communications technology and Internet providers are taking action against cyberbullying and other forms of online violence against children

Abbreviation: N/A, not applicable.

Result 2: supporting the decade of action to end violence against children by 2030 (new result)

- 1.161 Violence against children remains hidden and pervasive, which undermines the achievement of the Sustainable Development Goals and full implementation of the 2030 Agenda.
- 1.162 The work of the Special Representative will, during this period, shift advocacy efforts from raising awareness of violence against children to a focus on effective prevention and responses that will accelerate the achievement of target 16.2 of the Sustainable Development Goals.

Internal challenge and response

- 1.163 The challenge for the Office was to support countries that did not have tools to reflect their work on violence against children in the voluntary national reviews. In response, the Office will develop guidance for Member States both on how to include violence against children in a comprehensive

manner in the voluntary national reviews and how to consult with children in the process of developing the reviews.

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

- 1.164 This work is expected to contribute to the acceleration of action to end violence against children by 2030, which would be demonstrated by more effective prevention and response by Member States, as evidence by their voluntary national reviews.

Table 1.89

Performance measure

2017	2018	2019	2020	2021
Violence against children is recognized as a problem in the voluntary national reviews	Violence against children is mentioned in more than half of the voluntary national reviews submitted	Governments are reporting on different forms of violence against children in the voluntary national reviews	Governments adopt a rights-based approach to developing their voluntary national reviews, including consultations with children	All Governments submitting voluntary national reviews have comprehensive responses to violence against children

Legislative mandates

- 1.165 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

62/141, 67/152, 69/157, 70/137, 72/245, 73/155	Rights of the child	71/176	Protecting children from bullying
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Deliverables

- 1.166 Table 1.90 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.90

Office of the Special Representative of the Secretary-General on Violence against Children: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	1	2	1
2. Annual reports to the General Assembly	2	1	2	1
Substantive services for meetings (number of three-hour meetings)	5	2	5	2
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Third Committee	1	—	1	—
6. Meetings of the Human Rights Council	2	—	2	—

Section 1 Overall policymaking, direction and coordination

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	–	2	2
Publications (number of publications)	2	6	1	4
7. Children Speak about the Impact of Deprivation of Liberty: The Case of Latin America	1	–	–	–
8. Keeping the Promise: Ending Violence against Children by 2030	1	–	–	–
9. Children Speak about the Impact of Deprivation of Liberty: The Case of Latin America	–	1	–	–
10. Keeping the Promise: Ending Violence against Children by 2030	–	1	–	–
11. <i>Entre hechos y derechos</i>	–	1	–	–
12. Where I Go, My Rights Go with Me	–	1	–	–
13. Children on the Move: from a Continuum of Violence to a Continuum of Protection	–	1	–	–
14. When Children Take the Lead: 10 Child Participation Approaches to Tackle Violence	–	1	–	–
15. Report on how violence harms children's health	–	–	1	–
16. Publications on various themes	–	–	–	4
C. Substantive deliverables				
Consultation, advice and advocacy: high-level discussions with national and regional authorities and institutions on strengthening the prevention and protection of children from violence; and expert advice on policy matters to Member States and regional, intergovernmental and civil society organizations.				
D. Communication deliverables				
Outreach programmes, special events and information materials: advocacy publications on topics pertaining to the protection of children from violence (3); and promotional and educational brochures (2), videos (10) and information materials, including child-friendly web materials (5).				
External and media relations: press conferences and press releases, including opinion pieces and expert articles (15).				
Digital platforms and multimedia content: update and maintenance of websites and platforms on the areas of work (30); digital content produced and uploaded to the Office database/knowledge management platform (currently Cosmos, although soon to be SharePoint) (40).				

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

1.167 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.91 to 1.93.

Table 1.91

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage			
Posts	1 820.5	1 702.3	—	—	—	—	—	1 702.3	52.1	1 754.4
Other staff costs	2.1	107.4	—	—	—	—	—	107.4	2.0	109.4
Hospitality	—	1.6	—	—	—	—	—	1.6	—	1.6
Experts	3.8	—	—	—	—	—	—	—	—	—
Consultants	134.8	181.9	—	—	—	—	—	181.9	3.5	185.4
Travel of staff	107.7	153.1	—	—	—	—	—	153.1	2.9	156.0
Contractual services	129.8	174.9	—	—	—	—	—	174.9	3.3	178.2
General operating expenses	24.8	24.7	—	—	—	—	—	24.7	0.4	25.1
Supplies and materials	0.7	5.6	—	—	—	—	—	5.6	0.1	5.7
Furniture and equipment	3.2	8.0	—	—	—	—	—	8.0	0.2	8.2
Total	2 227.5	2 359.5	—	—	—	—	—	2 359.5	64.5	2 424.0

Table 1.92

Post changes^a

	Number	Level
Approved for 2020	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)
Proposed for 2021	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)

^a No post changes are proposed for 2021.

Table 1.93

Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	3	—	—	—	—	3
P-3	3	—	—	—	—	3
Subtotal	8	—	—	—	—	8

Section 1 Overall policymaking, direction and coordination

	Changes					
Category	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	2021 proposed
General Service						
Principal level	1	—	—	—	—	1
Other level	1	—	—	—	—	1
Subtotal	2	—	—	—	—	2
Total	10	—	—	—	—	10

1.168 Additional details on the distribution of the proposed resources for 2021 are reflected in tables 1.94 to 1.96 and figure 1.XVI.

1.169 As reflected in table 1.94 (1), the overall resources proposed for 2021 amount to \$2,359,500 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

1.170 As reflected in tables 1.94 (2) and 1.95 (2), the Office receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$582,000, including one post, are expected to be received to provide support to the Office in carrying out various activities and to enhance its impact and outreach, strengthen the implementation of its programme of work and increase the provision of technical advice and support to Member States, regional organizations and other partners. Extrabudgetary resources represent 19.4 per cent of the total resources for the Office.

Table 1.94
Evolution of financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total			
Programme of work	2 227.5	2 359.5	–	–	–	–	2 359.5	64.5	2 424.0
Subtotal, 1	2 227.5	2 359.5	–	–	–	–	2 359.5	64.5	2 424.0

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	582.0	582.0	582.0
Subtotal, 2	582.0	582.0	582.0
Total	2 809.5	2 941.5	3 006.0

Table 1.95
Evolution of post resources by component

(1) Regular budget

	Changes					2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	10	—	—	—	—	10
Subtotal, 1	10	—	—	—	—	10

(2) Extrabudgetary

	2020 estimate	2021 estimate
Programme of work	1	1
Subtotal, 2	1	1
Total	11	11

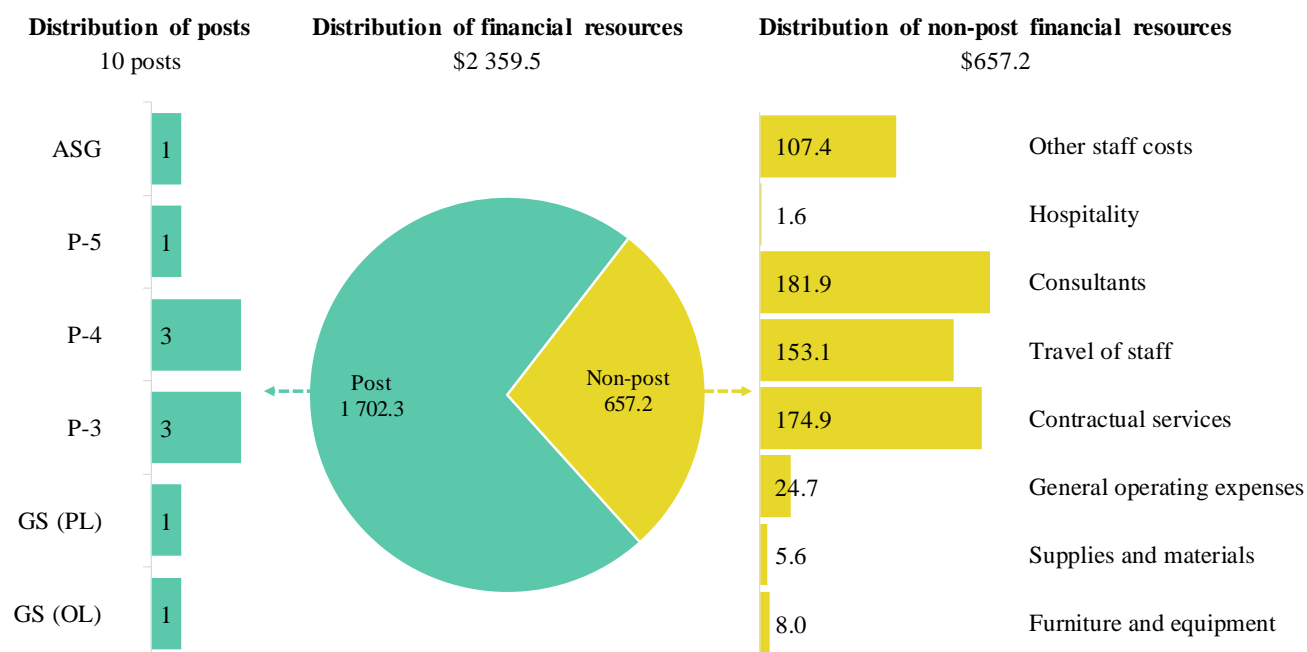
Table 1.96
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 820.5	1 702.3	—	—	—	—	—	1 702.3
Non-post	406.9	657.2	—	—	—	—	—	657.2
Total	2 227.5	2 359.5	—	—	—	—	—	2 359.5
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		2	—	—	—	—	—	2
Total		10	—	—	—	—	—	10

Figure 1.XVI
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



1.171 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.97. The Office is making the utmost efforts to achieve 100 per cent compliance with the advance purchasing of air tickets by reviewing upcoming planned trips in the weekly staff meeting and by strategically strengthening its work planning. The delegation of authority will help to ease the approval of travel requests. In addition, the Office is working closely with the Travel Unit to secure tickets at the lowest price. However, owing to unforeseen circumstances such as receiving late invitations and the late receipt of meeting agendas, the Office would not always be able to comply with the advance booking of air travel policy.

Table 1.97
Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	20	100	100

VII. Office of the Victims' Rights Advocate

Foreword

The Office of the Victims' Rights Advocate's mandate was created as part of the Secretary-General's four-pronged strategy set out in his 2017 report on special measures on protection from sexual exploitation and abuse: a new approach (A/71/818), which puts the rights and dignity of victims first and focuses on ending impunity, building a multi-stakeholder network of support and reorienting the United Nations approach to strategic communication to raise awareness of sexual exploitation and abuse worldwide.

The Victims' Rights Advocate seeks to deliver on the Secretary-General's pledge to institutionalize a victim-centred approach to the United Nations system-wide efforts to prevent and respond to sexual exploitation and abuse. In advocating policies to put the rights and dignity of victims at the forefront, including by giving visibility to those who have experienced these wrongs and addressing the stigmatization and discrimination that they often face, the Victims' Rights Advocate connects with victims personally and seeks to amplify their voices and support them as they rebuild their lives, ensuring that they are provided with all possible assistance, including with respect to paternity claims. The work of the Office of the Victims' Rights Advocate is operationalized on the ground in the Central African Republic, the Democratic Republic of the Congo, Haiti and South Sudan by designated Field Victims' Rights Advocates (existing mission personnel serving as focal points for victim assistance) and dedicated Senior Victims' Rights Officers.

The General Assembly approved the establishment of four fixed-term Senior Victims' Rights Officer positions in 2019. They will serve as the main contact for all victims and take steps to ensure that a victim-centred, gender- and child-sensitive and non-discriminatory approach is integrated into all activities to support and assist victims. The Victims' Rights Advocate advocates the designation of other advocates in all peacekeeping, humanitarian and development contexts. We must stand alongside victims and recognize the impact that sexual exploitation and abuse has on their lives. They must be provided with all possible assistance. Their views must be heard, listened to and respected, their cases taken seriously and perpetrators appropriately sanctioned. The United Nations must work in partnership with Member States, civil society and other stakeholders to entrench a victims' rights approach to prevention and response to this misconduct.

(Signed) Jane Connors
Victims' Rights Advocate

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

Overall orientation

Mandates and background

- 1.172 The Office of the Victims' Rights Advocate was created as part of the four-pronged strategy set out in the 2017 report of the Secretary-General to the General Assembly on special measures on protection from sexual exploitation and abuse: a new approach ([A/71/818](#)). The mandate derives from the priorities established in relevant Assembly resolutions and/or decisions, including resolutions [62/214](#), [71/278](#), [71/297](#) and [72/312](#). The centrepiece of the strategy is the focus on the rights and dignity of victims and is aimed at implementing a victim-centred approach throughout the United Nations system. The Office is led by the Victims' Rights Advocate, who has a system-wide role. The mandate of the Office is operationalized in the field through two dedicated Senior Victims' Rights Officers, in Haiti and South Sudan. Two Field Victims' Rights Advocates have been designated, in the Central African Republic and the Democratic Republic of the Congo, to carry out this role, along with other functions, pending the completion of recruitment processes for the two remaining Senior Victims' Rights Officer positions in these two countries.

Programme of work

Objective

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

Strategy

- 1.174 To contribute to ensuring that the rights and dignity of victims of sexual exploitation and abuse are prioritized in all efforts of the United Nations system to prevent and respond to sexual exploitation and abuse by its personnel, uniformed or civilian, in peacekeeping, humanitarian and development settings and perpetrated by non-United Nations troops serving under a Security Council mandate, the Office will engage, through sustained advocacy with Member States, United Nations entities, other intergovernmental bodies, civil society and others, to amplify awareness of the negative impact that sexual exploitation and abuse have on victims and the work and reputation of all parts of the United Nations system. The scope of advocacy and action of the Office includes peacekeeping, humanitarian action and development activities, at Headquarters and in the field. The four Senior Victims' Rights Officers will continue to pursue this strategy on the ground, operationalizing the imperative of placing the rights and dignity of victims at the centre by acting as the main point of contact for all victims of sexual exploitation and abuse. The Senior Victims' Rights Advocates are responsible for ensuring that victims receive assistance and support, accompanying them through the investigation and consideration of their complaints and providing them with follow-up information, including in the resolution of paternity claims. This work is expected to continue to enable victims to come forward with complaints, have their rights and dignity respected through investigations and other processes and thereby increase accountability of perpetrators. Throughout its work, the Office will seek to support Member States' implementation of the 2030 Agenda, in particular the achievement of Sustainable Development Goal 5, on gender equality and the empowerment of all women and girls, helping to end all forms of violence against them in the public

and private spheres, including trafficking and sexual and other types of exploitation, and of target 16.2 of the Goals, which is intended to end the abuse, exploitation, trafficking and all forms of violence against and torture of children.

- 1.175 Past results in this area include increased system-wide awareness of the need to adopt a victim-centred approach and the implementation of that approach. In the field, this has been facilitated by the efforts of the two Senior Victims' Rights Officers and two designated Field Victims' Rights Advocates, pending the completion of recruitment processes for an additional two Senior Victims' Rights Officers.

External factors for 2021

- 1.176 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) New cases of sexual abuse and exploitation perpetrated by United Nations personnel will be made known to the Office and the Senior Victims' Rights Officers, and cases reported might not yet be resolved;
 - (b) Measures to prevent sexual exploitation and abuse should integrate a victim-centred approach;
 - (c) Victims of sexual abuse and exploitation will continue to require support and assistance in rebuilding their lives;
 - (d) The urgency of establishing strong partnerships focusing on a victim-centred approach will be acknowledged more extensively outside the United Nations system.
- 1.177 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Victims' Rights Advocate has been tasked with creating policies that will promote and protect the rights of victims. She has prioritized giving visibility and voice to victims, the majority of whom are women and girls, and recalling that, at the core of sexual exploitation and abuse, is a human being: a person who experiences hurt and harm and fear and is often subject to reprisals, abandonment, exclusion from their community and stigma. She has urged that interventions and responses be conceptualized, designed and implemented so that they are rights-based and promote victims' empowerment and inclusion in all issues that concern them. The Victims' Rights Advocate has also stressed the importance of tailoring individual responses, taking into consideration that each victim is different and will be affected by intersecting forms of discrimination, including on the basis of sex, gender, sexual orientation, age, minority and/or migration status or disability. The role of the Victims' Rights Advocate has been operationalized in the field by two Senior Victims' Rights Officers, in Haiti and South Sudan, and two Field Victims' Rights Advocates, in the Central African Republic and the Democratic Republic of the Congo, pending the completion of the recruitment processes for two additional. Senior Victims' Rights Officers in the latter two countries. They are the main contact for all victims and take steps to ensure that a victim-centred, gender- and child-sensitive and non-discriminatory approach is integrated into all activities to support and assist victims.
- 1.178 With regard to cooperation with other entities, the Office will continue to work with the Organization for Economic Cooperation and Development/Development Assistance Committee as it operationalizes the integration of a victim-centred approach into the implementation of its 2019 recommendation on ending sexual exploitation, abuse and harassment in development cooperation. The Office will build on its engagement with the Global Alliance of National Human Rights Institutions to reach State entities and victims across countries and legal jurisdictions.
- 1.179 With regard to inter-agency coordination and liaison, the Office will continue to work with the Inter-Agency Standing Committee to ensure a strong victim-centred focus in the implementation of its plan to accelerate protection from sexual exploitation and abuse in the country-level humanitarian response. The Victims' Rights Advocate will strengthen her engagement with the Development Coordination Office, providing advice and guidance on the roles and responsibilities of resident

coordinators with respect to victims' rights and assistance, which are elaborated in the management and accountability framework of the United Nations development and resident coordinator system.

- 1.180 The work of the Office will also include cooperation among the Office, the Conduct and Discipline Service of the Department of Management Strategy, Policy and Compliance and the Office of Legal Affairs to facilitate the more timely and effective resolution of outstanding paternity/child support claims arising from sexual exploitation and abuse. This will include providing victims with the necessary information on the status of their cases and documentation enabling them to substantiate their paternity claims and ensure that their children receive the support to which they are entitled, for example, by supporting their appearance in national legal processes. This will contribute to the development of a harmonized procedure for handling paternity claims (from reporting to outcome), including procedures for communicating with victims/claimants and follow-up for consideration by Member States.

Programme performance in 2019 against planned result

- 1.181 A planned result for 2019, which is increased transparency and awareness of victims' needs in the life-cycle of a sexual exploitation and abuse report (from complaint to final disposition) through enhanced coordination of United Nations system actors (see [A/72/373](#)), was achieved, as evidenced by the adoption, in December 2019, by the High-level Steering Group on preventing sexual exploitation and abuse, of the United Nations protocol on the provision of assistance to victims of sexual exploitation and abuse, which will ensure that the provision of assistance is coordinated throughout the United Nations system and grounded in a victims' rights approach.
- 1.182 The target of three accomplishments was not met, given that the Office was established only in 2019. In addition, the formulation, agreement on and adoption of system-wide policies are time-consuming, as indicated by the fact that the victims' assistance protocol took more than three years to develop and be adopted.

Programme performance in 2019: system-wide mainstreaming of a victim-centred approach

- 1.183 At the request of the Secretary-General, the Victims' Rights Advocate conducted a pilot mapping of victims' services, capacities and approaches available in 13 countries with different United Nations footprints, with the support of two Senior Victims' Rights Officers and two Field Victims' Rights Advocates and colleagues from throughout the United Nations system. Good practices and lessons learned gleaned from this work will form the basis for the development of policies, programmes and action to fill gaps in support and assistance.
- 1.184 The Office operationalized the integration of the victims' rights approach on the ground by supporting the work of the two Senior Victims' Rights Officers and two Field Victims' Rights Advocates in the Central African Republic, the Democratic Republic of Congo, Haiti and South Sudan, including with respect to the resolution of paternity claims, and related issues, such as the facilitation of payments of child support and ensuring access for victims to medical, psychosocial, educational, protection and livelihood services and assistance. Visits were conducted by the Victims' Rights Advocate to the Central African Republic, Colombia and the Democratic Republic of the Congo to discuss measures required to implement a victims' rights approach through discussions with mission staff (where present), members of the United Nations country teams and local actors. She also continued to meet with victims to determine their needs and requirements.

Progress towards the attainment of the objective, and performance measure

- 1.185 This work contributed to ensuring that the rights and dignity of victims of sexual exploitation and abuse are prioritized in all efforts of the United Nations system to prevent and respond to sexual exploitation and abuse by its personnel, uniformed or civilian, and non-United Nations troops serving

under a Security Council mandate, as demonstrated by the contribution provided by the Victims' Rights Advocate to the work of the Inter-Agency Standing Committee and the task force on sexual harassment of CEB, in order to strengthen victim-centred approaches to investigations of sexual exploitation and abuse, and sexual harassment, and by the advice and guidance provided by the Victims' Rights Advocate to the Development Coordination Office on the roles and responsibilities of resident coordinators with respect to victims' rights and assistance, including through communications and briefings and participation in dedicated clinics during their 2019 global retreat.

Table 1.98

Performance measure

2016	2017	2018	2019	2020
N/A	N/A	Four Field Victims' Rights Advocates continue their work, in the United Nations Mission for Justice Support in Haiti, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Organizations Stabilization Mission in the Democratic Republic of the Congo and the United Nations Mission in South Sudan on behalf of victims of sexual exploitation and abuse	Field Victims' Rights Advocates and Senior Victims' Rights Officers provide concrete assistance to victims in accordance with their individual needs arising directly from sexual exploitation and abuse, including medical care, legal services, psychological and social care, immediate material care and with regard to children born of such misconduct, in line with the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations and Related Personnel (General Assembly resolution 62/214 , annex) The victims' rights approach is integrated into the response of the Inter-Agency Standing Committee entities and resident coordinators in relation to sexual exploitation and abuse	Protocols and guidelines developed on the resolution of paternity/child support claims for children born as a result of sexual exploitation and abuse

Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: victims first at the regional and national levels (result carried over from 2020)

- 1.186 The Office will continue the work related to the protection of victims, in line with its mandate, and will continue to promote additional measures beyond the expansion of the network of focal points and victim-centred strategies, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the target performance proposed for 2020, as contained in [A/74/6 \(Sect.1\)](#).

Table 1.99

Performance measure

2017	2018	2019	2020	2021
N/A	Four field victims' rights advocates in place, in the United Nations Mission for Justice Support in Haiti, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and the United Nations Mission in South Sudan	Designation of additional victims' rights focal points in a number of countries and settings	Network of victims' rights focal points formed to integrate a victim-centred approach system-wide and improve responses to victims' rights and assistance through the development and implementation of relevant strategies, programmes and activities	Network of victims' rights focal points consolidated and extended across peace operations, humanitarian and development settings Recommendations resulting from the mapping exercise considered at the field level and priorities set for implementation of a system-wide victim-centred approach Social media presence established by missions to enhance advocacy efforts and improve dissemination of information for victims of sexual exploitation and abuse

Abbreviation: N/A, not applicable.

Result 2: enhancement of a system-wide victim-centred approach (new result)

- 1.187 The Office will enhance a victims' rights approach to the prevention of sexual exploitation and abuse, consolidating guidance for resident coordinators on their roles and responsibilities in the provision of support and assistance to victims.
- 1.188 In cooperation with other departments and United Nations entities, in particular the Conduct and Discipline Service of the Department of Management Strategy, Policy and Compliance and the Office of Legal Affairs, the Office will develop harmonized procedures for paternity/child support claims (from reporting to outcome), including procedures for communicating with victims/claimants.

- 1.189 The Office will strengthen role of the dedicated Senior Victims' Rights Officers through the creation of a network of focal points to integrate a victim-centred approach system-wide and improve responses to victims' rights and assistance. Based on the results of the pilot mapping of support and assistance available to victims of sexual exploitation and abuse in 13 countries conducted in 2019, the Office will address gaps in legal, material and medical services.

Internal challenge and response

- 1.190 The challenge was that the mandate of the Office was not well-known throughout the United Nations system, the system lacked understanding of the content of a victims' rights approach and was of the view that sexual exploitation and abuse were phenomena affecting peacekeeping only rather than system-wide concerns. In response, the Office will continue to strengthen understanding of the content of a victims' rights approach and its implications for programming and other action on the ground and expand its advocacy in humanitarian and development settings.

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

- 1.191 This work is expected to contribute to ensuring that the rights and dignity of victims of sexual exploitation and abuse are prioritized in all efforts of the United Nations system to prevent and respond to sexual exploitation and abuse by its personnel, uniformed or civilian, and non-United Nations troops serving under a Security Council mandate, which would be demonstrated by the adoption of policies, programmes and accompanying actions to formulate guidelines on victims' approach by at least five agencies. These documents will also include guidelines on investigation.

Table 1.100
Performance measure

2017	2018	2019	2020	2021
Designation of four Field Victims' Rights Advocates to act as the primary contact for victims on the ground, while maintaining their other functions	Four Field Victims' Rights Advocates to act as the primary contact for victims on the ground, while maintaining their other functions in place, in the Central African Republic, the Democratic Republic of the Congo, Haiti and South Sudan	Two Field Victims' Rights Advocates and two Senior Victims' Rights Officers consolidate their work	Dedicated Senior Victims' Rights Officers operate in four countries	Overarching policy on the meaning of the victims' rights approach in respect of sexual exploitation and abuse adopted and related implementation guidelines formulated

Legislative mandates

- 1.192 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

62/214	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (annex)	71/278	United Nations action on sexual exploitation and abuse
		71/297	Special measures for protection from sexual exploitation and abuse
		72/312	United Nations action on sexual exploitation and abuse

Deliverables

- 1.193 Table 1.101 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.101

Office of the Victims' Rights Advocate: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. Victims' rights services and approaches available throughout the United Nations system mapped	1	1	1	1
Seminars, workshops and training events (number of days)	2	2	2	3
4. Workshops with international and regional organizations, regional and national human rights institutions and regional and national victims' rights advocates/commissioners	2	2	2	3
Publications (number of publications)	1	1	2	2
5. Annual report on the work of the Victims' Rights Advocate; background document on mapping of victims' rights services and approaches available across the United Nations	1	1	2	2
Technical materials (number of materials)	–	–	2	2
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials: awareness-raising, training and educational materials in the content of victims' rights.				
External and media relations: media interviews, opinion pieces, press releases and expert articles.				
Digital platforms and multimedia content: update and maintenance of website on areas of work.				

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

1.194 The proposed regular budget resources for 2021 including the breakdown of resource changes, as applicable, are reflected in tables 1.102 to 1.104.

Table 1.102

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	692.5	780.0	—	—	—	—	—	780.0	24.3	804.3
Travel of staff	59.0	64.5	—	—	—	—	—	64.5	1.2	65.7
Contractual services	6.1	8.2	—	—	—	—	—	8.2	0.2	8.4
General operating expenses	0.9	1.8	—	—	—	—	—	1.8	—	1.8
Supplies and materials	0.4	2.0	—	—	—	—	—	2.0	—	2.0
Furniture and equipment	2.2	—	—	—	—	—	—	—	—	—
Total	761.1	856.5	—	—	—	—	—	856.5	25.7	882.2

Table 1.103

Post changes^a

	Number	Level
Approved for 2020	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)
Proposed for 2021	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)

^a No post changes are proposed for 2021.

Table 1.104

Post resources

Category	2020 approved	Changes				Total	2021 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
ASG	1	—	—	—	—	—	1
P-4	1	—	—	—	—	—	1
P-3	1	—	—	—	—	—	1
Subtotal	3	—	—	—	—	—	3
General Service							
Other level	1	—	—	—	—	—	1
Subtotal	1	—	—	—	—	—	1
Total	4	—	—	—	—	—	4

Part I Overall policymaking, direction and coordination

- 1.195 Additional details on the distribution of the proposed resources for 2021 are reflected in tables 1.105 to 1.107 and figure 1.XVII.
- 1.196 As reflected in table 1.105 (1), the overall resources proposed for 2021 amount to \$856,500 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 1.197 As reflected in tables 1.105 (2) and 1.106 (2), the Office receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$256,700, including three posts, are expected to be received and would provide support to the Office for technical cooperation activities and the mapping of services available to victims of sexual abuse and abuse of authorities in pilot countries. Extrabudgetary resources represent 22.5 per cent of the total resources for the Office.

Table 1.105
Evolution of financial resources by component

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Programme of work	761.1	856.5	–	–	–	–	–	856.5	25.7	882.2
Subtotal, 1	761.1	856.5	–	–	–	–	–	856.5	25.7	882.2

(2) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	227.9	139.7	256.7
Subtotal, 2	227.9	139.7	256.7
Total	989.0	996.2	1 138.9

Table 1.106
Evolution of post resources by component

(1) Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	4	–	–	–	–	4
Subtotal, 1	4	–	–	–	–	4

Section 1 Overall policymaking, direction and coordination

(2) *Extrabudgetary*

	2020 estimate	2021 estimate
Programme of work	3	3
Subtotal, 2	3	3
Total	7	7

Table 1.107

Evolution of financial and post resources by category

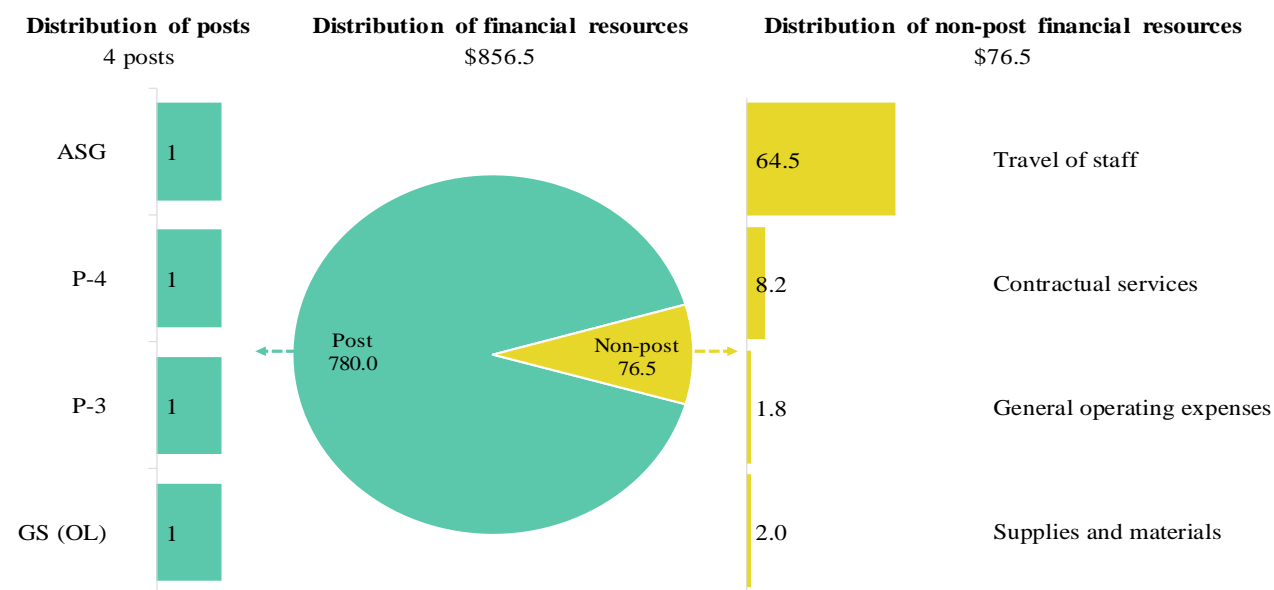
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Financial resources by main category of expenditure							
Post	692.5	780.0	—	—	—	—	780.0
Non-post	68.6	76.5	—	—	—	—	76.5
Total	761.1	856.5	—	—	—	—	856.5
Post resources by category							
Professional and higher		3	—	—	—	—	3
General Service and related		1	—	—	—	—	1
Total		4	—	—	—	—	4

Figure 1.XVII

Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Part I **Overall policymaking, direction and coordination**

- 1.198 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.108. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.108

Compliance rate

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	27.3	100	100

VIII. Office of the United Nations Ombudsman and Mediation Services

Foreword

The United Nations is expected to address challenging situations from peace and security to environment and health, and from free trade and human rights to employment and migration management. Given its complex mandate and global presence, staff members of the Organization find themselves increasingly exposed to hardship, security risks and physical and psychological health risks. At the same time, staff are adapting to changes in their work environment as the United Nations reforms the way in which it delivers services to the world.

In that context, my mission as the United Nations Ombudsman is to support a positive and enabling work environment for all United Nations staff so that they can do their work with minimal interruption and maximum attention to delivering the mandates entrusted to them by Member States. My experience, however, tells me that a significant amount of time in the workplace is spent on dealing with interpersonal conflict, miscommunication or negative behaviours such as abuse of authority and instances of harassment at all levels. This has a negative impact on an organization and can pose a significant threat to the ability and capacity of an organization to implement its mandates.

When staff are stuck in a conflict at work, it is very difficult for them to be productive and to focus on the larger objectives. I see how they can become demotivated and how they may lose their enthusiasm and eagerness to serve the people of the world. This is where an ombudsman's office steps in and helps not only to manage and resolve workplace issues, but also, and more importantly, builds the capacity of managers and staff to manage conflicts effectively in the first place.

On the basis of the principles of informality, independence, neutrality and confidentiality, the Office of the United Nations Ombudsman and Mediation Services addresses conflicts in meaningful ways: discussion of options, shuttle diplomacy, facilitating dialogue, conflict coaching and mediation.

In 2021, we will continue to provide staff members with a safe space, a confidential ear, a neutral listener and an independent person to help to identify options for solutions. I and my team stand ready to help staff and the Organization to stay effective and productive in challenging times.

My vision for 2021 is that my Office will respond all requests for informal conflict resolution in a timely manner, maximizing the use of resources and finding innovative ways to serve United Nations staff around the globe. At the same time, my team will support staff in building the skills necessary for effective conflict management and provide systemic feedback to effect more sustainable improvements in the workplace.

(Signed) Shireen L. **Dodson**
United Nations Ombudsman

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

Overall orientation

Mandates and background

- 1.199 The Office of the United Nations Ombudsman and Mediation Services is responsible for providing confidential, impartial and independent conflict resolution services to address work-related issues of staff members. In doing so, the United Nations Ombudsman makes an essential contribution to making the Organization a productive, healthy and enabling workplace.
- 1.200 The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [55/258](#) and [56/253](#). The Office was further strengthened by the Assembly, pursuant to its resolutions [61/261](#) and [62/228](#), to create a single, integrated and geographically decentralized Office covering the Secretariat, the funds and programmes of the United Nations and UNHCR. In paragraph 16 of its resolution [73/276](#), the Assembly requested the Secretary-General to establish, within existing resources, a pilot project to offer access to informal dispute resolution services to non-staff personnel. In paragraph 22 of its resolution [74/258](#), the Assembly requested the Secretary-General to prepare an overview on the functioning of the pilot project, with a view to informing further discussions at the seventy-fifth session of the Assembly.

Programme of work

Objective

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

Strategy

- 1.202 To contribute to the effective functioning of the Organization, the Office will provide conflict resolution services to United Nations staff globally in three core areas: case intervention, systemic feedback and conflict prevention through capacity-building aimed at managing conflict effectively.
- 1.203 Past results in 2019 included the provision of conflict resolution services in 2,221 cases, 141 outreach activities undertaken to create greater awareness of the benefits of collaborative conflict resolution and 93 additional activities undertaken to promote civility through dignity and build preventive conflict resolution skills. As a result, in 2019, the Office also observed and collected information on systemic issues in the workplace and will provide these to the General Assembly at its seventy-fifth session through the annual report of Secretary-General on the activities of the Office.
- 1.204 In 2021, the Office expects to receive an estimated 2,500 cases, which is consistent with case trends over the years. Case volume may fluctuate from year to year, contingent on changes in the internal and external environments of the United Nations. The Office will continue to focus its resources on activities aimed at reducing the occurrence of workplace conflict, thus reducing the exposure of the Organization to unnecessary litigation and productivity risks.
- 1.205 The main strategic focus will be on providing greater access to conflict resolution services to staff, irrespective of location. Services are provided in all six official languages of the United Nations, ensuring access for all staff members to the administration of justice, in line with the recent resolution of the General Assembly ([74/258](#), para. 4). In order to strengthen the capacity of the Office to provide dedicated services to staff at Headquarters, existing resources in New York were realigned in 2019 to put in place a dedicated team of conflict resolution officers to service staff in New York and offices

in the broader geographical region. A further step in strengthening the decentralized approach will be increasing access to mediation services at the regional level. To this effect, the Office proposes mainstreaming the mediation function into the work of the regional branches. This will be achieved through internal reorganization and the redeployment of parts of the mediation resources from New York to Geneva and Nairobi, where United Nations Dispute Tribunals are located.

- 1.206 Another area of focus for 2021 will be addressing conflict at an early stage to prevent the potential escalation of workplace issues to more costly redress mechanisms. In 2019, the Office launched the global “Dignity through Civility” campaign as an awareness-raising and capacity-building tool to support the civility initiative of the Secretary-General. The campaign’s rationale is rooted in the Charter of the United Nations, in which the dignity of each human being is emphasized. Since its inception, the campaign has proved to be extremely effective in stimulating positive thinking and in contributing to behavioural change in the workplace. In 2019, close to 2,500 staff participated in 93 civility workshops and civility cafes, making the campaign a key contributor to building the capacity necessary for a harmonious, healthy and productive workplace for all United Nations staff.
- 1.207 In paragraph 16 of its resolution [73/276](#), the Assembly requested the Secretary-General to establish a pilot project to provide informal dispute resolution services to non-staff personnel. A detailed report informing further discussions will be submitted at the seventy-fifth of the Assembly as part of the annual report of the Secretary-General on the activities of the Office. This will include a cost estimate should the Assembly request the Office to provide the same level of services to that category of staff.
- 1.208 This work is expected to result in a more harmonious work environment for staff and non-staff and contribute to better productivity and the more effective functioning of the Organization.

External factors for 2021

- 1.209 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
 - (a) Staff members, including those in supervisory functions, avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;
 - (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the United Nations Dispute Tribunal and United Nations Appeals Tribunal;
 - (c) Caseload trends remain stable.
- 1.210 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office integrates a gender perspective into the provision of conflict resolution services and the identification of systemic issues to provide feedback on gender inequities, as observed in cases brought forward. The Office also compiles gender-disaggregated data.
- 1.211 With regard to cooperation with other entities and inter-agency coordination and liaison, the Office will continue to cooperate with the ombudsmen and mediators of the United Nations system so as to contribute to system-wide cohesion and impact in the area of conflict resolution in the workplace.

Evaluation activities

- 1.212 The Office is in the process of identifying an area for a self-evaluation in 2021.

Programme performance in 2019 against planned result

- 1.213 A planned result for 2019, which is enhanced informal resolution of potential conflicts globally, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 2,221 cases, compared with the target of 2,000, in which the Ombudsman assisted or facilitated resolution.

Programme performance in 2019: improving civil behaviour in the workplace

- 1.214 In 2019, the Office rolled out the “Dignity through Civility” campaign after piloting a first workshop in 2018. The campaign is aimed at increasing awareness, engaging in dialogue and promoting action to improve the quality of workplace behaviour. This was achieved by using a three-pronged approach: a three-hour workshop to provide participants with a better understanding of a new dynamic of workplace interactions and to empower discussions to shift mindsets towards civility and respect for dignity; a one-hour civility cafe to initiate concrete actions around civility; and a communications strategy.
- 1.215 Subsequently, 93 civility workshops and civility cafes were conducted in 21 duty stations, with close to 2,500 participants.
- 1.216 For example, the regional ombudsman office in Entebbe, Uganda, conducted a civility cafe at which participants discussed and acknowledged their role in the organizational culture and the need to display behaviour consistent with the Charter. As an outcome of that cafe, participants made a pledge to act as civility champions and to self-organize additional discussions with their peers in order to multiply the impact.
- 1.217 The communications strategy included articles on civility in general and on specific issues known to cause conflict, such as email etiquette, inappropriate language and tone, and other uncivil behaviour. The first series of four articles on email correspondence resonated immensely with readers of the Secretariat’s intranet, iSeek. They were viewed more than 2,400 times within three months. In addition, a reference to “Dignity through Civility” was included in senior managers’ compacts and will be the topic for the annual Leadership Dialogue in 2020, in collaboration with the Ethics Office.

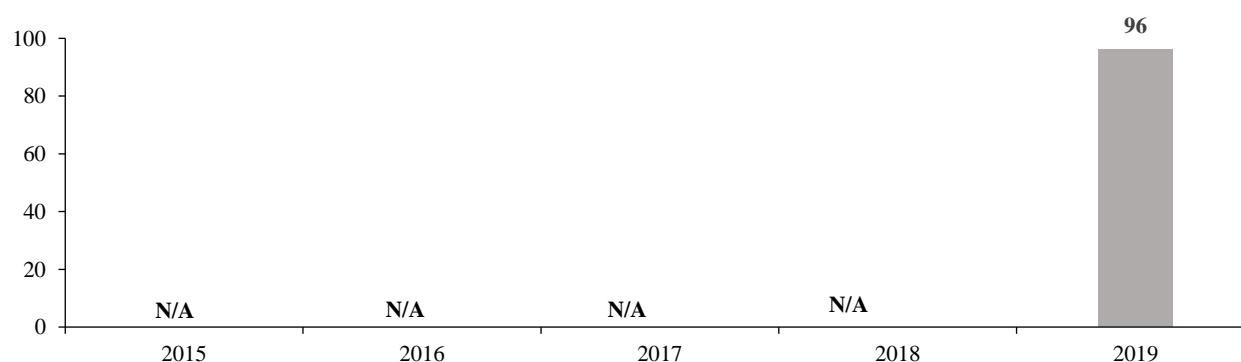
Progress towards the attainment of the objective, and performance measure

- 1.218 This work contributed to ensuring the effective functioning of the Organization by enhancing harmony in the workplace through an efficient and effective option for staff to seek redress to grievances, as demonstrated by the feedback provided by the participants of the 93 civility workshops that were conducted in 2019. Of the 846 workshop participants who responded to a feedback survey, 812 indicated that they had a better understanding of dignity and how to foster civility in the workplace. This represents a rate of satisfaction with the civility workshops of 96 per cent. Given that this was the first year of the campaign, this rate will serve as a benchmark for the duration of the campaign.

Figure 1.XVIII

Performance measure: increase in understanding of dignity and how to foster civility among survey respondents who participated in civility workshops, 2015–2019

(Percentage)



Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: increased awareness and skill sets to foster civility in the workplace (result carried over from 2020)

- 1.219 The Office will continue its activities in support of the civility initiative of the Secretary-General, in line with its mandate, by continuing to raise staff awareness and to provide practical support, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the target performance proposed for 2020, as contained in [A/74/6 \(Sect.1\)](#).

Table 1.109
Performance measure

2017	2018	2019	2020	2021
N/A	Feedback received from respondents	Consensus in the Organization to make civility a priority	Guidelines in place for heads of entities to enable effective conversation around civility	Roll-out of global team site (online collaboration tool) with toolkits and communication materials

Abbreviation: N/A, not applicable.

Result 2: improved access to mediation services (new result)

- 1.220 In 2021, the Office will focus its efforts on increasing access to conflict resolution services for staff away from Headquarters, with the specific objective of increasing the use of mediation services. To this effect, the Office is requesting the further decentralization of its dedicated resources for mediation, which are currently centralized at Headquarters. This will be achieved by mainstreaming the mediation function into the operations of the regional branches and by placing mediation resources closer to the beneficiaries and to the United Nations Dispute Tribunals in Geneva and Nairobi. This will result in improved accessibility to mediation services and more efficient and timely management of the mediation process, especially when the mediation process involves multiple parties and requires extensive coordination. This will also result in greater collaboration between the informal and formal parts of the administration of justice at the Tribunal locations (New York, Geneva and Nairobi), resulting in more referrals of cases, including from the Tribunals.

Internal challenge and response

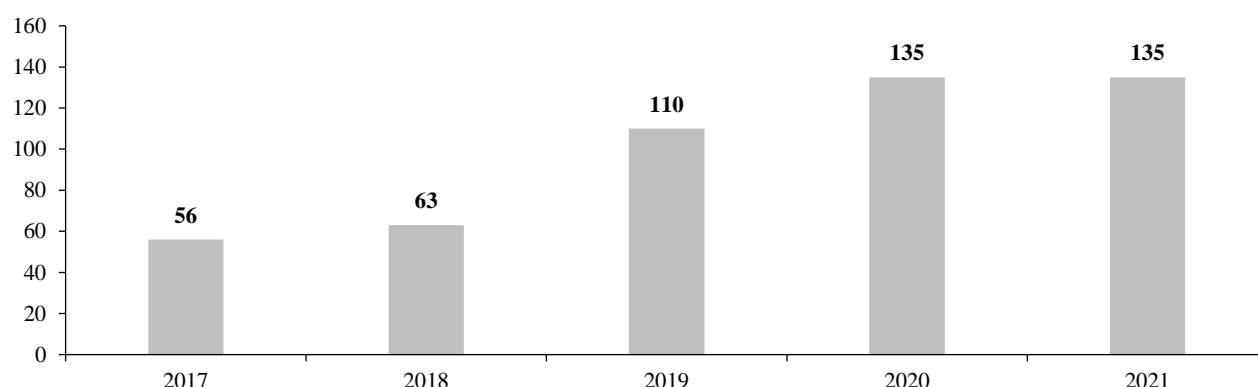
- 1.221 The challenge for the Office was that all mediation resources were centralized in the Mediation Service in New York, limiting the access of all beneficiaries and impeding the efficient resolution of conflict cases brought forward by field-based staff to the Office. Trends indicate that most mediation cases are now handled by the Office's branches in Nairobi and Geneva. Not having dedicated mediation support in these locations affected the timeliness and ability of the branches to address all requests for mediation efficiently. The decentralization of the mediation function is in line with the vision of the General Assembly to make conflict resolution services accessible to all. In response, the Office will take a regional approach to delivering mediation services, which will contribute to the overall efficiency and effectiveness of delivering a comprehensive suite of conflict resolution services to United Nations staff globally. It is expected that the number of mediations conducted will see an overall increase.

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

- 1.222 This work is expected to contribute to ensuring the effective functioning of the Organization by enhancing harmony in the workplace through an efficient and effective option for staff to seek redress to grievance, which would be demonstrated by greater use of mediation services.

Figure 1.XIX

Performance measure: increased number of mediations done through a decentralization of services, 2017–2021



Legislative mandates

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

General Assembly resolutions

55/258	Human resources management	65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
56/253	Questions relating to the proposed programme budget for the biennium 2002–2003	73/276	Administration of justice at the United Nations
62/228	Administration of justice at the United Nations	74/258	Administration of justice at the United Nations

Deliverables

1.224 Table 1.110 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.110

Office of the United Nations Ombudsman and Mediation Services: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report to the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
3. Meetings of the Fifth Committee	3	3	3	3
4. Meetings of the Sixth Committee	1	1	1	1

Section 1 Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
---------------------------------	-------------------------	------------------------	-------------------------	-------------------------

E. Enabling deliverables

Internal justice and oversight: in-person and remote informal dispute resolution services for staff; analysis of the root causes of conflict and the provision of upward feedback on systemic issues for the improvement in workplace conditions; awareness-raising and conflict competence-building activities, including informational sessions, thematic and interactive panel discussions and workshops; and maintenance of website in six languages and the distribution of printed resource materials on conflict resolution.

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

1.225 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.111 to 1.113.

Table 1.111

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	3 666.8	3 601.5	–	–	(174.3)	(174.3)	(4.8)	3 427.2	93.9	3 521.1
Other staff costs	–	2.1	–	–	99.8	99.8	4 752.4	101.9	1.9	103.8
Consultants	9.0	42.2	–	–	–	–	–	42.2	0.8	43.0
Travel of staff	78.5	75.3	–	–	–	–	–	75.3	1.4	76.7
Contractual services	31.7	65.6	–	–	–	–	–	65.6	1.3	66.9
General operating expenses	30.0	42.6	–	–	–	–	–	42.6	0.8	43.4
Supplies and materials	2.4	12.0	–	–	–	–	–	12.0	0.1	12.1
Furniture and equipment	7.3	2.4	–	–	–	–	–	2.4	–	2.4
Improvements to premises	0.3	–	–	–	–	–	–	–	–	–
Fellowships, grants and contributions	0.2	–	–	–	–	–	–	–	–	–
Total	3 826.2	3 843.7	–	–	(74.5)	(74.5)	(1.9)	3 769.2	100.2	3 869.4

Table 1.112

Post changes^a

	Number	Level
Approved for 2020	21	1 ASG, 2 D-1, 7 P-5, 2 P-4, 1 P-3, 5 GS (OL), 3 LL
Abolishment	(1)	1 D-1
Establishment	1	1 P-3
Proposed for 2021	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL

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

Table 1.113

Post resources

Category	2020 approved	Changes				Total	2021 proposed
		Technical adjustments	New/expanded mandates		Other		
Professional and higher							
ASG	1	–	–		–	–	1
D-1	2	–	–		(1)	(1)	1
P-5	7	–	–		–	–	7
P-4	2	–	–		–	–	2

Section 1 Overall policymaking, direction and coordination

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
P-3	1	–	–	1	1	2
Subtotal	13	–	–	–	–	13
General Service						
Other level	5	–	–	–	–	5
Subtotal	5	–	–	–	–	5
Other						
Local level	3	–	–	–	–	3
Subtotal	3	–	–	–	–	3
Total	21	–	–	–	–	21

1.226 Additional details on the distribution of proposed resources for 2021 are reflected in tables 1.114 to 1.116 and figure 1.XX.

1.227 As reflected in tables 1.114 (1) and 1.115 (1), the overall resources proposed for 2021 amount to \$3,769,200 before recosting, reflecting a net decrease of \$74,500 (or 1.9 per cent) compared with the appropriation for 2020. Resource changes relate to the further decentralization of services based on operational requirements to create mediation capacity at Tribunal locations. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.114

Evolution of financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage			
Programme of work	3 826.2	3 843.7	–	–	(74.5)	(74.5) (1.9)	3 769.2	100.2	3 869.4
Subtotal, 1	3 826.2	3 843.7	–	–	(74.5)	(74.5) (1.9)	3 769.2	100.2	3 869.4

(2) *Other assessed*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	2 096.8	2 112.0	2 147.8
Subtotal, 2	2 096.8	2 112.0	2 147.8

Part I Overall policymaking, direction and coordination

(3) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	5.4	75.0	75.0
Subtotal, 3	5.4	75.0	75.0
Total	5 928.4	6 030.7	6 092.2

Table 1.115
Evolution of post resources by component

(1) Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	21	—	—	—	—	21
Subtotal, 1	21	—	—	—	—	21

(2) Other assessed

	2020 estimate	2021 estimate
Programme of work	9	9
Subtotal, 2	9	9
Total	30	30

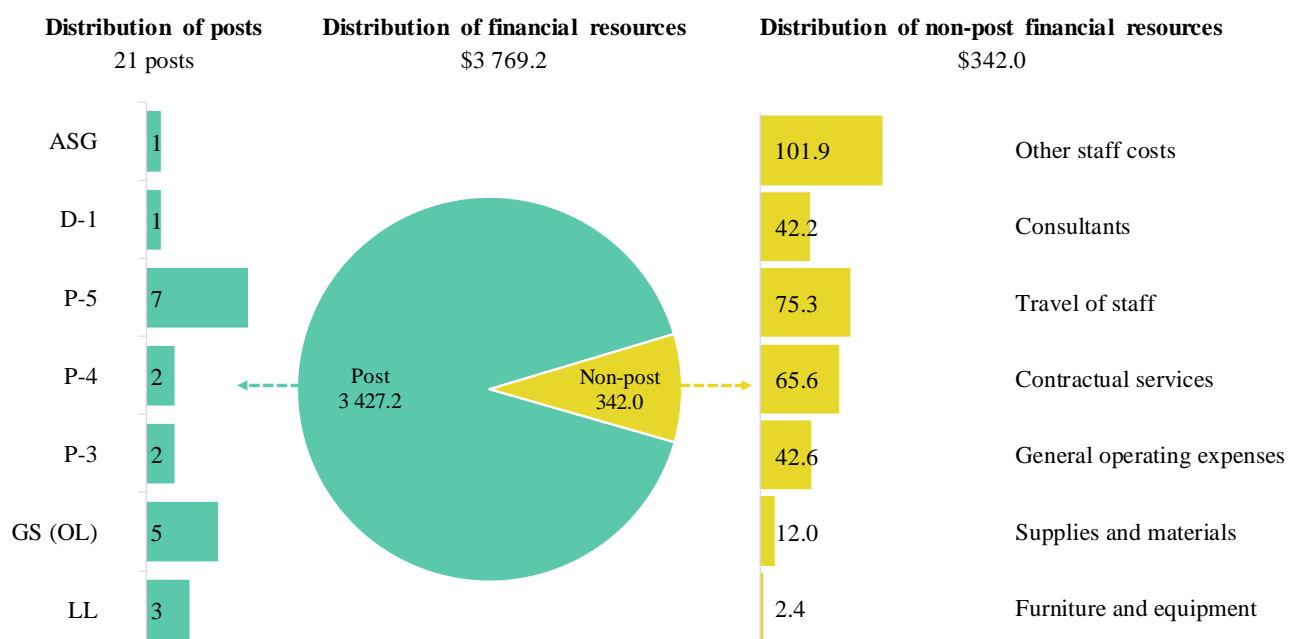
Table 1.116
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 666.8	3 601.5	—	—	(174.3)	(174.3)	(4.8)	3 427.2
Non-post	159.4	242.2	—	—	99.8	99.8	41.2	342.0
Total	3 826.2	3 843.7	—	—	(74.5)	(74.5)	(1.9)	3 769.2
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		8	—	—	—	—	—	8
Total		21	—	—	—	—	—	21

Figure 1.XX
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Variance analysis

Overall resource changes

Other changes

- 1.228 As reflected in tables 1.114 (1) and 1.115 (1), resource changes reflect a net decrease of \$74,500, as follows:
- (a) A net decrease of \$174,300 under post resources reflects the proposed abolishment of the Chief of the post of Mediation Office (D-1) in New York that is offset in part by the proposed establishment of the post of Conflict Resolution Officer (P-3) in Geneva to support further decentralization of its services to United Nations Dispute Tribunal locations. The proposal would create more efficiencies in the delivery of mediation services through the deployment of resources to locations where the Tribunals are located and where many of the mediation cases occur. The existing post of Senior Conflict Resolution Officer (Senior Mediator) (P-5) in New York would continue to provide mediation services in New York and provide direction globally;
 - (b) An increase of \$99,800 is proposed under other staff costs for general temporary assistance in Nairobi to strengthen the regional presence of the Office and create more efficiencies in the delivery of mediation services through the deployment of resources to locations where the United Nations Dispute Tribunals are located.

Other assessed and extrabudgetary resources

- 1.229 As reflected in tables 1.114 (2) and 1.115 (2), projected other assessed resources for 2021 of \$2,147,800, including nine posts, will be utilized to enable the Office to provide conflict resolution services to peacekeeping personnel in the field and to carry out a broad review and analysis of systemic issues arising from the peacekeeping missions. This reflects an increase of \$35,800

compared with the estimate for 2020, owing to the adjustment in salary costs. Other assessed resources represent 35.3 per cent of the total resources for the programme.

- 1.230 As reflected in tables 1.114 (3), the Office receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$75,000 and additional general temporary assistance would complement regular budget resources and facilitate conflict resolution services to the International Court of Justice, the World Meteorological Organization and Development Cooperation Office staff in accordance with the memorandum of understanding. Extrabudgetary resources represent 1.2 per cent of the total resources for the Office.
- 1.231 Information on compliance with regard to the advance booking of air travel is reflected in table 1.117. Efforts undertaken by the Office to further enhance the rate of compliance with the advance booking of air travel policy are the preparation of travel plans on a semi-annual basis and closely monitoring advance booking for each instance of travel by air.

Table 1.117
Compliance rate
(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	20	100	100

IX. Office of Administrative of Justice

Foreword

The United Nations is staffed by individuals who believe in its mission and who want to contribute to fulfilling the aims and aspirations in the Charter of the United Nations. Every member of our workforce, regardless of duty station, function or title, should come to work each day feeling a sense of joy, pride and purpose in what we do, knowing that each of us can make a difference for the peoples of the world.

In a work environment such as the United Nations, which brings together diverse cultures and different personalities, working and communication styles, and organizational structures, it is not unusual for misunderstandings or grievances to arise. If not managed properly, workplace disputes destroy trust, create unhealthy working relationships and demoralize and demotivate staff. Grievances that are not addressed can adversely affect the Organization's work.

In New York and while visiting different duty stations, I have witnessed the damaging effects of unresolved disputes: unhappy staff, increased absenteeism, low programme delivery and high turnover. By contrast, I also saw highly motivated and energized staff achieving exceptional results when working in healthy, harmonious and supportive settings. These experiences inspire me in my role to coordinate the proper functioning of the internal justice system and ensure that it operates in a fair, efficient and transparent manner.

The United Nations is committed to supporting Member States in achieving the Sustainable Development Goals aimed at ending poverty, protecting the planet and ensuring prosperity for all. To this end, the Organization requires high-performing staff, with access to a well-functioning internal justice system that adequately addresses employment-related disputes. An effective administration of justice system will provide the timely delivery of a high quality of justice and ensure respect for the rights and obligations of staff and the accountability of staff and managers alike, as envisaged by the General Assembly. This helps the United Nations to fulfil its promise to humankind.

(Signed) Alayne **Frankson-Wallace**
Executive Director, Office of Administration of Justice

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

Overall orientation

Mandates and background

- 1.232 The Office of Administration of Justice is responsible for the overall coordination of the formal system of administration of justice and for contributing to its functioning, in a fair, transparent and efficient manner. The mandate derives from relevant General Assembly resolutions and/or decisions, including resolutions [61/261](#), [62/228](#) and [63/253](#), which established a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice, and placed an emphasis on the need to ensure the fair and just treatment of United Nations staff and the accountability of managers and staff alike. In furtherance of Assembly resolutions [73/276](#) and [74/258](#), a continued expansion of outreach and communication strategies is foreseen in order to provide increased awareness of and access to workplace dispute resolution mechanisms, with a focus on field missions and offices.

Programme of work

Objective

- 1.233 The objective, to which the Office contributes, is to improve access to jurisprudence and to justice and ensure respect for the rights and obligations of staff members and the accountability of managers and staff members alike through support for the efficient and effective adjudication of cases.

Strategy

- 1.234 To contribute to improved access to jurisprudence, the Office will continue to provide easy access to jurisprudence through the website of the United Nations internal justice system and the digest of caselaw. This action is expected to result in better decision-making by managers and help staff to assess whether to pursue a claim before the United Nations Dispute Tribunal. This will also help to mitigate the effects of ongoing organizational changes. Past results in these areas include improvements to the search engine of the website.
- 1.235 To contribute to access to justice, the Office will provide legal advice and, where appropriate, legal representation to staff. These actions are expected to result in effective dispute resolution. Past results in these areas include the resolution of disputes by informal means, without the need for judicial action.
- 1.236 To contribute to ensured respect for the rights and obligations of staff members and the accountability of managers and staff members through support for the efficient and effective adjudication of cases, the Office will enhance case management systems and continue to provide substantive, technical and administrative support to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal. This action is expected to result in the more expedient processing of cases. Past results in these areas include a smaller number of pending cases for adjudication by independent judges.

External factors for 2021

- 1.237 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:

- (a) Staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;
 - (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
 - (c) Caseload remains stable;
 - (d) Staff members in remote locations have Internet connectivity to file electronically.
- 1.238 The Office of Administration of Justice integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Accordingly, the Office advises the Secretary-General on systemic issues relating to the administration of internal justice and recommends changes that would improve the functioning of the system. The Office would accordingly identify any systemic issues concerning gender inequality in access to the internal justice system and recommend remedial action. The Office also has a gender team that supports the Office in ensuring implementation of the system-wide strategy on gender parity and supports an enabling work environment for all staff, regardless of gender.
- 1.239 With regard to inter-agency coordination and liaison, the Office launched a comprehensive outreach strategy to provide staff with better access to information and resources to resolve workplace grievances. In order to continue to implement this strategy and reach out to the largest number of staff members possible, in particular in the field, the Office intends to work collaboratively with a number of entities and relevant offices in the separately administered funds, programmes and entities. The Office will also continue to coordinate the preparation of the report of the Secretary-General on the functioning of the formal part of the internal justice system and report on trends and observations.

Programme performance in 2019 against planned result

- 1.240 A planned result for 2019, which is greater awareness and understanding among staff about the internal justice system at the United Nations, including, inter alia, access, procedures, deadlines and the role of the Office of Staff Legal Assistance, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by more than 70 outreach activities globally (compared with a target of 60) and wide distribution of the handbook “A Staff Member’s Guide to Resolving Disputes” directly to each staff member through broadcast messages and through partner offices and other entities such as the United Nations Ombudsman and Mediation Services, the Ethics Office, staff unions and staff associations. Toolkits are accessible through the website of the United Nations internal justice system.

Programme performance in 2019: enhanced access to justice for staff members

- 1.241 Enhancing access to justice includes efforts to promote accessibility and eliminate barriers that prevent staff members from understanding and exercising their rights or observing their obligations.
- 1.242 To provide better access to information on the various elements of the internal justice system, the Office, through the Office of the Executive Director, undertook a project to widely disseminate “A Staff Member’s Guide to Resolving Disputes” and developed a toolkit for self-represented litigants. The Office also developed and launched toolkits for self-represented applicants before the United Nations Dispute Tribunal and before the United Nations Appeals Tribunal.
- 1.243 The Office provided legal advice and representation to a large number of staff globally, through the Office of Staff Legal Assistance, and resolved a majority of disputes informally, without the need for adjudication.

Part I Overall policymaking, direction and coordination

- 1.244 The Office assisted the President of the United Nations Dispute Tribunal, through the Registries supporting the Tribunals, to develop a case disposal plan and developed its own standard operating procedures to harmonize and enhance practices across duty stations.

Progress towards the attainment of the objective, and performance measure

- 1.245 This work contributed to improved access to jurisprudence and to justice and ensured respect for the rights and obligations of staff members and the accountability of managers and staff members alike, as demonstrated by the number of resolved disputes.

Table 1.118

Performance measure

2015	2016	2017	2018	2019
N/A	N/A	N/A	Expressed interest by users of the internal justice system for a more targeted dissemination of judicial decisions	Expressed interest by users of the internal justice system of seminal decisions by the United Nations Appeals Tribunal and the United Nations Dispute Tribunal since 2009 that constitute jurisprudence on key legal issues regarding the United Nations administrative law framework

Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: improved understanding of jurisprudence among all staff (result carried over from 2020)

- 1.246 The Office will continue the work related to the dissemination of information on judicial decisions, in line with its mandate, and will continue to prepare and organize relevant information in an accessible manner, to facilitate the understanding by staff of their rights and obligations, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the target performance proposed for 2020, as contained in [A/74/6 \(Sect.1\)](#).

Table 1.119

Performance measure

2017	2018	2019	2020	2021
N/A	Interest expressed by users of the internal justice system for a more	Interest expressed by users of the internal justice system of seminal	Data from surveys completed by users of the internal justice system	The Office of Administration of Justice will continue to disseminate

Section 1 Overall policymaking, direction and coordination

2017	2018	2019	2020	2021
	targeted dissemination of decisions	decisions by the United Nations Appeals Tribunal and the United Nations Dispute Tribunal since 2009 that constitute jurisprudence on key legal issues regarding the United Nations administrative law framework	showing their improved awareness and understanding of the jurisprudence on issues that have already been litigated and settled	decisions, in line with feedback results

Abbreviation: N/A, not applicable.

Result 2: support for the United Nations Dispute Tribunal in the implementation of the case disposal plan (new result)

- 1.247 In paragraph 24 of its resolution [73/276](#), the General Assembly requested the President of the United Nations Dispute Tribunal and the Principal Registrar of the Dispute Tribunal and the Appeals Tribunal to work together to develop and implement a case disposal plan with a real-time case-tracking dashboard and performance indicators on the disposal of caseloads and stressed the need to improve administrative efficiency. In its resolution [74/258](#), the Assembly noted progress and requested the Secretary-General to continue to report on the implementation of the case disposal plan (para. 28) and urged the Tribunals to review and amend their respective rules of procedure subject to the approval of the Assembly, with a view to streamlining and harmonizing their approach to case management (para. 27).
- 1.248 The Registries supporting the United Nations Dispute Tribunal, including the Principal Registrar, supported the Tribunal in reducing the caseload and supported the issuance of 160 judgments by independent judges in 2019, in contrast with 100 in 2017 and 128 in 2018.

Internal challenge and response

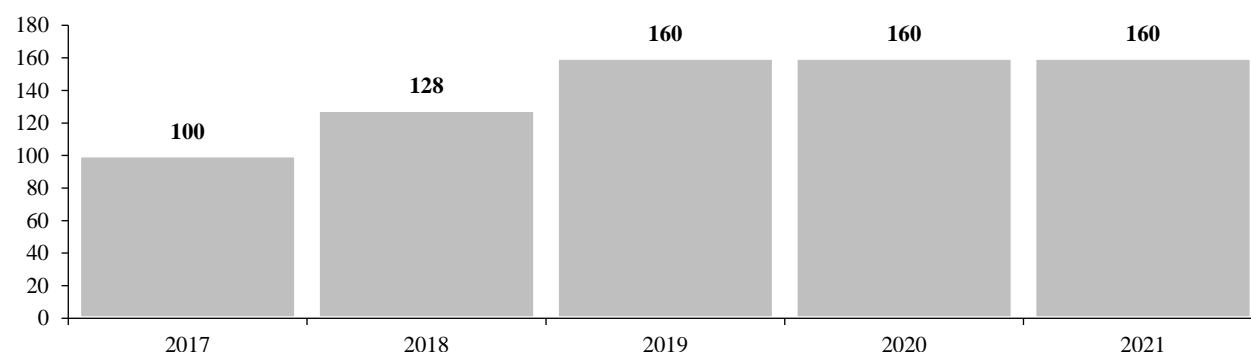
- 1.249 The challenge for the Office was the introduction of four half-time judicial positions. In response, the Office, through the Registries of the United Nations Dispute Tribunal, will streamline and harmonize practices in relation to administrative processing and the assignment of cases across three duty stations to ensure seamless support to the half-time judges, irrespective of the duty station where they are deployed. The internal challenge is in supporting the Dispute Tribunal in managing six half-time judges instead of two. Half-time judges are deployed to one of the three Dispute Tribunal duty stations, as required by caseload, usually twice annually, for approximately one month or more, but not more than six months in a given year. In addition to on-site deployment, the half-time judges telecommute from their home country for approximately one month before and one month after each on-site deployment. This requires careful coordination, organization and planning across three registries with the President of the Dispute Tribunal.

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

- 1.250 This work is expected to contribute to improved access to justice and ensure respect for the rights and obligations of staff members and the accountability of managers and staff members alike, which would be demonstrated by the efficient processing of cases and a reduction in the backlog of old cases.

Figure 1.XXI

Performance measure: annual number of judgments issued by the United Nations Dispute Tribunal, 2017–2021^a



^a Registries provide substantive, technical and administrative support to the independent judges of the United Nations Dispute Tribunal.

Legislative mandates

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

General Assembly resolutions

59/283, 61/261, 62/228, 63/253	Administration of justice at the United Nations	73/276, 74/258	Administration of justice at the United Nations
66/106	Code of conduct for the judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal		

Deliverables

1.252 Table 1.120 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.120

Office of Administration of Justice: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	2	2
1. Report to the General Assembly	1	1	1	1
2. Report of the Internal Justice Council	2	2	1	1
Substantive services for meetings (number of three-hour meetings)	34	28	24	24
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	4	2	4	4
4. Meetings of the Fifth Committee	7	5	7	7
5. Meetings of the Sixth Committee	3	1	3	3
6. Meetings of the Internal Justice Council	20	20	10	10
C. Substantive deliverables				

Section 1 Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Databases and substantive digital materials: update and maintenance of electronic court case management system, Office of Staff Legal Assistance database and the jurisprudential search engine.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach campaigns to raise awareness of the system of administration of justice and dissemination of information about the system through various media, including the website, email, booklets, presentations and workshops.				
Digital platforms and multimedia content: update and maintenance of the website of the United Nations internal justice system.				
E. Enabling deliverables				
Legal services: provision of legal assistance, including representation in cases with reasonable chance of success, to staff members through the Office of Staff Legal Assistance.				
Internal justice and oversight: applications and appeals, including motions, received by the United Nations Dispute Tribunal and the United Nations Appeals Tribunal for processing; provision of substantive, technical and administrative support to the Tribunals in issuing decisions; and provision of assistance to the Internal Justice Council.				

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

1.253 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.121 to 1.123.

Table 1.121

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	5 669.3	5 877.1	—	—	—	—	—	5 877.1	197.6	6 074.7
Other staff costs	540.2	309.6	—	—	105.0	105.0	33.9	414.6	8.6	423.2
Compensation: non-staff	2 528.2	2 236.8	—	—	—	—	—	2 236.8	66.1	2 302.9
Consultants	97.5	—	—	—	—	—	—	—	—	—
Travel of representatives	89.4	421.0	—	—	—	—	—	421.0	8.0	429.0
Travel of staff	48.1	135.4	—	—	—	—	—	135.4	2.6	138.0
Contractual services	370.9	333.0	—	—	1.6	1.6	0.5	334.6	5.9	340.5
General operating expenses	52.9	116.1	—	—	0.3	0.3	0.3	116.4	1.9	118.3
Supplies and materials	8.5	36.2	—	—	0.5	0.5	1.4	36.7	0.6	37.3
Furniture and equipment	46.0	29.9	—	—	1.2	1.2	4.0	31.1	0.5	31.6
Fellowships, grants and contributions	23.1	—	—	—	—	—	—	—	—	—
Total	9 474.2	9 495.1	—	—	108.6	108.6	1.1	9 603.7	291.8	9 895.5

Table 1.122

Post changes^a

	Number	Level
Approved for 2020	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 12 GS (OL), 3 LL
Proposed for 2021	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 12 GS (OL), 3 LL

^a No post changes are proposed for 2021.

Table 1.123

Post resources

Category	2020 approved	Changes			Total	2021 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	5	—	—	—	—	5
P-4	6	—	—	—	—	6
P-3	11	—	—	—	—	11

Section 1 Overall policymaking, direction and coordination

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
P-2/1	1	–	–	–	–	1
Subtotal	25	–	–	–	–	25
General Service						
Other level	12	–	–	–	–	12
Subtotal	12	–	–	–	–	12
Other						
Local level	3	–	–	–	–	3
Subtotal	3	–	–	–	–	3
Total	40	–	–	–	–	40

1.254 Additional details on the distribution of proposed resources for 2021 are reflected in tables 1.124 to 1.126 and figure 1.XXII.

1.255 As reflected in table 1.124 (1), the overall resources proposed for 2021 amount to \$9,603,700 before recosting, reflecting a net increase of \$108,600 (or 1.1 per cent) compared with the appropriation for 2020. Resource changes reflect requirements to enhance the institutional independence of the internal justice system, which was recognized by the General Assembly in its resolution [65/251](#). The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.124

Evolution of financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage			
Programme of work	9 474.2	9 495.1	–	–	108.6	108.6 1.1	9 603.7	291.8	9 895.5
Subtotal, 1	9 474.2	9 495.1	–	–	108.6	108.6 1.1	9 603.7	291.8	9 895.5

(2) *Other assessed*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	207.3	167.5	228.0
Subtotal, 2	207.3	167.5	228.0

Part I Overall policymaking, direction and coordination

(3) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	896.2	1 577.9	1 661.9
Subtotal, 3	896.2	1 577.9	1 661.9
Total	10 577.7	11 240.5	11 785.4

Table 1.125

Evolution of post resources by component

(1) Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	40	—	—	—	—	40
Subtotal, 1	40	—	—	—	—	40

(2) Other assessed

	2020 estimate	2021 estimate
Programme of work	1	1
Subtotal, 2	1	1
Total	41	41

Table 1.126

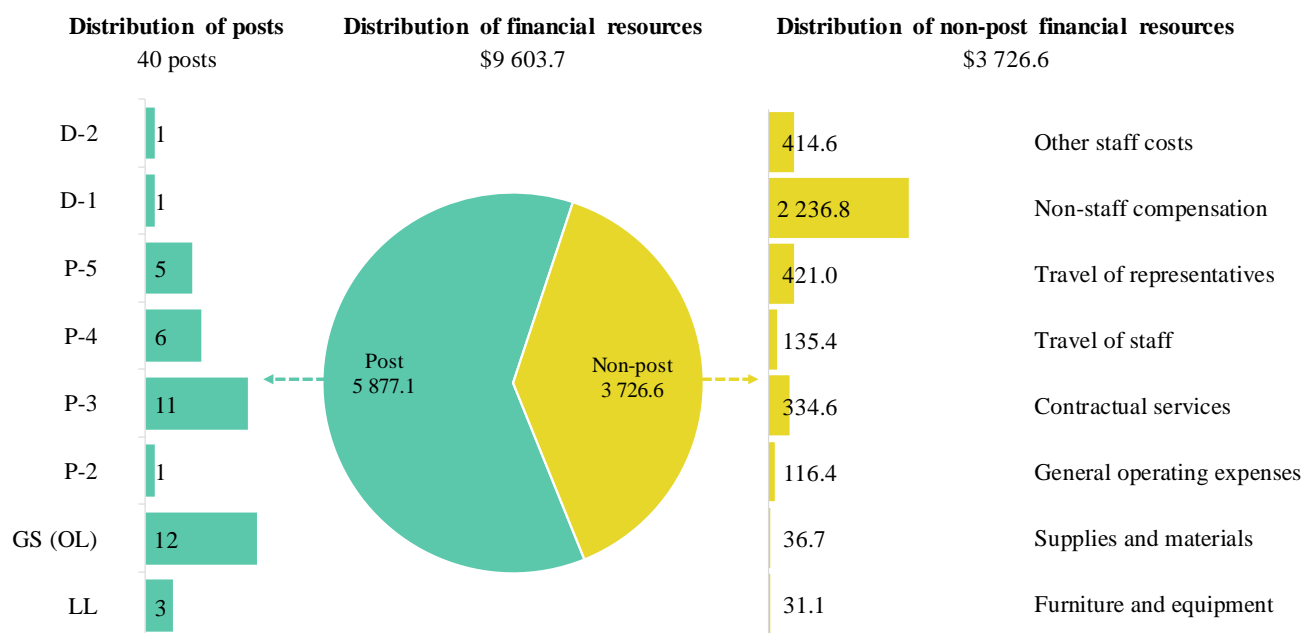
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 669.3	5 877.1	—	—	—	—	—	5 877.1
Non-post	3 804.9	3 618.0	—	—	108.6	108.6	3.0	3 726.6
Total	9 474.2	9 495.1	—	—	108.6	108.6	1.1	9 603.7
Post resources by category								
Professional and higher		25	—	—	—	—	—	25
General Service and related		15	—	—	—	—	—	15
Total		40	—	—	—	—	—	40

Figure 1.XXII
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Variance analysis

Overall resource changes

Other changes

- 1.256 As reflected in table 1.124 (1), resource changes reflect an increase of \$108,600 under non-post resources to provide for the proposed establishment of one temporary position, Administrative Officer (P-4), which would enhance the institutional independence of the internal justice system. While the Office has the capacity to discharge its substantive mandate, it does not have sufficient internal administrative and budgetary capacity. As a result, in processing the benefits and entitlements of judges and staff, procurement and other administrative matters, the Office has been supported by other departments. This situation does not meet the operational and budgetary autonomy standard envisaged by the Redesign Panel on the United Nations system of administration of justice (which designed the new system, as mandated by the General Assembly in its resolution [59/283](#); see also [A/61/205](#)) and considered by the Advisory Committee ([A/61/815](#), para. 22) prior to the decision of the Assembly, in paragraph 4 of its resolution [61/261](#), to establish the system as independent and adequately resourced, among other requirements. Such autonomy is critical, in particular for the administration of judicial appointments, considering the principle of judicial independence and separation of powers. The incumbent of the position would manage the administration of personnel, budgetary and operational matters. The Administrative Officer would be under direct supervision of the Executive Director of the Office.

Extrabudgetary and other assessed resources

- 1.257 As reflected in tables 1.124 (2) and 1.125 (2), projected other assessed resources for 2021 of \$228,000, including one position, will be utilized to fund one position of Legal Officer (P-3) to provide legal assistance to staff in peacekeeping missions. This reflects an increase of \$60,500 compared with the estimate for 2020, owing to the adjustment of standard salary costs and changes to the vacancy rate. Other assessed resources represent 1.9 per cent of the total resources for this programme.

- 1.258 As reflected in table 1.124 (3), the Office receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$1,661,900 are expected to be received in support of extrabudgetary activities. The increase of \$84,000 reflects additional legal services to be provided to staff. Extrabudgetary resources represent 14.1 per cent of the total resources for this programme.
- 1.259 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.127. For travel requests by external members of the Internal Justice Council, the Office requested them to provide information on travel needs four weeks in advance of travel so that the Office could submit their travel requests through Umoja in a timely manner. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.127

Compliance rate

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	56.2	100	100

X. Ethics Office

Foreword

As the United Nations celebrates its seventy-fifth anniversary, in 2020, and the international civil service marked 100 years of existence, in 2019, the Charter of the United Nations continues to require that all staff perform their functions conforming to the highest standards of efficiency, competence and integrity. The Ethics Office continues to assist the Secretary-General in ensuring that all staff perform their duties consistent with these requirements. In doing so, the Office administers the financial disclosure of senior and designated officials, reviews complaints about retaliation from those staff who have engaged in protected disclosures and activities, provides confidential advice on conflict-of-interest and other ethical matters, conducts outreach and training, and strives for coherence of ethical standards. In 2019, the Office received the highest number of requests (2,149) for its services.

United Nations staff, as international civil servants, contribute greatly to maintaining public trust in and the credibility of the Organization through their daily conduct. With more authorities delegated at the entity level since the onset of 2019, the importance of maintaining public trust through mitigating risks arising from personal interests has become more evident than before. The fact that the Ethics Office received the largest number of requests for advice in 2019 is evidence that staff members exercise more prudence than before in the fulfilment of their functions. The 2019 Leadership Dialogue, “Conflicts of Interest: Why Do They Matter?”, provided staff with overall guidance in this area. I am pleased that the 2019 Leadership Dialogue benefited from more than 29,727 participants.

The strengthened policy on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations led to the largest number of enquiries (more than 200) in 2019, from which the Ethics Office conducted 36 preliminary reviews and referred 12 cases for investigation. The Ethics Office facilitated preventive measures against retaliation in 12 cases that were referred by the Office of Internal Oversight Services. This protection policy encourages United Nations personnel to report misconduct and wrongdoing, thus enabling them to take part in safeguarding resources and in improving operations and the work environment in the United Nations.

For 2021, the Ethics Office will continue to be available to assist staff and other personnel in resolving conflicts of interest, making better decisions regarding ethical dilemmas and with complaints of retaliation after having reported fraud, misconduct and wrongdoing. As the United Nations continues to assist Member States in maintaining international peace and security, working to mitigate climate change and promoting sustainable development and respect for human rights, the public will base its views of the Organization on the actions and decisions of each international civil servant. We must not let the public down.

(Signed) Elia **Yi Armstrong**
Director, Ethics Office

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

Overall orientation

Mandates and background

- 1.260 The Ethics Office was established as an independent Secretariat unit and is responsible for assisting the Secretary-General in ensuring that all staff members perform their functions consistent with the highest standards of integrity as required under the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions 60/1 and 60/248. The Ethics Office also assists the Secretary-General in reporting annually to the Assembly on the implementation of ethics policies in response to Assembly resolution 60/254 and on the activities of the Ethics Panel of the United Nations pursuant to Assembly resolution 63/250. Further to Assembly resolution 70/305, the Ethics Office has been mandated to participate in providing an induction briefing to all Presidents of the General Assembly and their offices, to review the financial disclosures of those Presidents and to vet all private contributions to the Office of the President of the General Assembly. As provided for in Assembly resolution 71/263, the Ethics Office aims to do its part in the swift and effective implementation of the revised policy on protection against retaliation and to cultivate an organizational culture in which staff feel free to speak up.

Programme of work

Objective

- 1.261 The objective, to which this Office contributes, is to achieve and sustain an organizational culture of integrity, accountability and transparency, wherein all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter of the United Nations.

Strategy

- 1.262 To contribute to the achievement and sustainability of an ethical organizational culture, the Ethics Office will continue to provide independent and preventive ethics advice, guidance and briefings to staff and management to ensure that ethical standards are well understood. In parallel with undertaking these tasks, the Ethics Office will also step up information security measures, given the sensitivity and confidentiality of information under its responsibility. The Ethics Office, as part of its outreach activities, will continue to liaise with the Administrative Law Division of the Office of Human Resources, the Department of Management Strategy, Policy and Compliance, and the Office of the United Nations Ombudsman and Mediation Services on identifying ethics issues in duty stations as part of its mission planning. These actions are expected to result in improved awareness among the staff of ethical standards and practices, and thus an enhanced organizational culture of integrity, accountability and transparency. Past results in this area include joint efforts with the Office of the United Nations Ombudsman and Mediation Services to develop the 2020 Leadership Dialogue on “Dignity through Civility”, in line with the recommendations of the 2019 report of the Office of Internal Oversight Services (OIOS) internal audit of the effectiveness of the Leadership Dialogue.
- 1.263 To contribute to the achievement and sustainability of an organizational culture of integrity, accountability and transparency, wherein all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter of the United Nations, the Ethics Office will also continue to support the Organization’s overall strategy on risk management,

including identifying and mitigating personal and organizational conflicts of interest through the provision of advice and the financial disclosure programme. This action is expected to result in the strengthening of public trust in the Organization. Past results in this area include, in 2019, the Office's provision of ethics advice in response to the highest number of requests to date, including a large majority on conflicts of interest; the conduct of 92 senior pre-appointment reviews for conflicts of interest; and the administration of the financial disclosure programme, with more than 6,000 statements. The upgraded information technology platform supporting the financial disclosure programme continued to ensure data security and integrity in accordance with industry standards. The Office conducted reviews of the International Public Sector Accounting Standards declarations of related party transactions, submitted by the Organization's key management personnel, covering the reporting year 2018.

External factors for 2021

- 1.264 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) Staff continue to avail themselves of the services provided by the Ethics Office;
 - (b) Financial disclosure statements from staff are submitted to the Office in a timely manner;
 - (c) All necessary documentation is provided by staff when seeking protection against retaliation;
 - (d) The security situation in duty stations will allow outreach missions.
- 1.265 The Ethics Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, outreach missions have been undertaken by gender-balanced teams of the Office since 2016, visiting 12 entities during 2019, with the aim of responding to sensitive inquiries involving, for example, sexual harassment and abuse. Evidence of results for these efforts, in particular in field missions at hardship duty stations, is an increase in the number of enquiries from female staff members from the field missions. In 2019, enquiries from female staff members in the field was 150, or 36 per cent, of 417 enquiries from the field missions, while in 2018 it was 75, or 30 per cent, of 244 enquiries from the field missions.
- 1.266 With regard to inter-agency coordination and liaison, the Director of the Ethics Office will continue to chair the Ethics Panel of the United Nations to increase coherence in the work of member ethics offices, as reflected in [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#) The Office will continue to participate in the Ethics Network of Multilateral Organizations. It will also continue to administer the financial disclosure requirements of those United Nations system entities that opted to outsource this requirement to the Office. It will further continue to review contested matters by the staff of the separately administered organs and programmes of the Ethics Panel.

Evaluation activities

- 1.267 The following Joint Inspection Unit evaluations completed in 2017 and 2018 and the OIOS internal audit completed in 2019 have guided the programme plan for 2021:
- (a) Review of mechanisms and policies addressing conflict of interest in the United Nations system;
 - (b) Review of whistle-blower policies and practices in United Nations system organizations,
 - (c) Report of the audit on the effectiveness of the annual Leadership Dialogue organized by the Ethics Office.
- 1.268 The findings and recommendations contained in the Joint Inspection Unit reports and the OIOS internal audit report referenced above have been considered for the programme plan for 2021. Regarding conflict-of-interest management and in line with best practice, the Ethics Office has

strengthened ways to raise staff awareness of conflict-of-interest risks and measures to identify and mitigate them, at both the organizational and personal levels. The methodology for reviewing for conflicts of interest under the financial disclosure programme continues to be vigorous. The pre-appointment vetting for conflicts of interest for senior positions, which was initiated in 2016 and had 253 completed reviews as of the end of 2019, has proved to be an effective tool in managing conflict-of-interest and reputational risks for the Organization. With respect to protection against retaliation for protected disclosures and activities, the Ethics Office continued to conduct its preliminary reviews well within the 30-day limit set forth in section 7.4 of the policy contained in the Secretary-General's bulletin on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations ([ST/SGB/2017/2/Rev.1](#)). The 2020 Leadership Dialogue was developed jointly by the Office of the United Nations Ombudsman and Mediation Services and the Ethics Office after consultation with relevant offices in 2019.

Programme performance in 2019 against planned result

- 1.269 A planned result for 2019, which is effective administration of the financial disclosure programme, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by the 100 per cent compliance rate for the Secretariat. The 2019 filing cycle recorded the highest number of statements (6,158). The increase may be due to the delegation of authority beginning in January 2019. The information technology platform supporting the financial disclosure programme was upgraded in 2018 in accordance with industry standards to enhance data security and integrity. The Ethics Office, with the support of the Office of Information and Communications Technology, ensured regular maintenance of and functional improvement in the platform in the interest of information security of filed data.

Programme performance in 2019: more awareness of conflict-of-interest risks

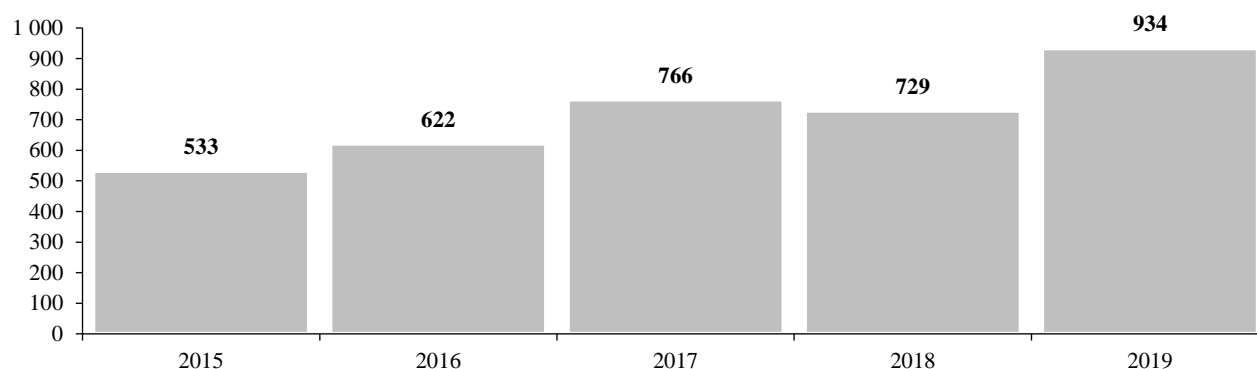
- 1.270 In cultivating and strengthening an organizational culture of integrity, accountability and transparency, it is important to prevent and manage conflicts of interest. Such conflicts can interfere, or appear to interfere, with the performance of official duties and responsibilities or with the integrity, independence and impartiality required by the staff member's status as an international civil servant. Undisclosed conflicts of interest could amount to misconduct, with consequent administrative or disciplinary action.
- 1.271 The majority of requests for advice received by the Ethics Office relates to conflicts of interest, including outside activities, gifts and honours, personal and family relationships, financial activities and organizational integrity matters. Notably, requests relating to outside activities and affiliations remain the largest category as in previous years and as found in similar international organizations, followed by the categories relating to personal and family relationships and financial activities. The rate of conflicts of interest identified and managed through the financial disclosure programme (3.4 per cent) remains comparable in large part with previous years and within the average range found in large public sector organizations. The Office rolled out the 2019 Leadership Dialogue, focusing on the theme "Conflicts of Interest: Why Do They Matter?", which highlighted the importance of maintaining public trust through mitigating risks arising from personal interests. A total of 29,727 participants learned about relevant policies, regulations and procedures with scenario-based simulation exercises. The Office provided 22 ethics briefings as part of induction activities for senior officials, focusing on the Organization's culture of ethics and integrity, ethical challenges and conflict-of-interest management. The pre-appointment declaration of interest for senior positions has contributed to identifying and mitigating conflict-of-interest risks (with 253 completed reviews as of the end of 2019) for the Organization at an early stage.

Progress towards the attainment of the objective, and performance measure

- 1.272 This work contributed to the achievement and sustainability of an organizational culture of integrity, accountability and transparency, as demonstrated by 934 requests received by the Ethics Office, which represents a steady increase compared with past years and the largest annual increase (28 per cent) over the past 10 years.

Figure 1.XXIII

Performance measure: annual requests on conflict of interest, 2015–2019



Planned results for 2021

Result 1: towards stronger ethical commitment (result carried over from 2020)

- 1.273 The Ethics Office will continue the work related to the dissemination of information related to judicial decisions, in line with its mandate, and will continue to encourage staff to uphold the highest ethical commitment in the discharge of their functions, which is expected to be demonstrated by the performance measure shown in figure 1.XXIV. The performance measure for 2020 reflects the target performance proposed for 2020, as contained in [A/74/6 \(Sect.1\)](#).

Result 2: towards more staff awareness in the protection against retaliation (new result)

- 1.274 The Ethics Office conducts timely preliminary reviews of requests for protection against retaliation in accordance with [ST/SGB/2017/2/Rev.1](#) and undertakes the other responsibilities assigned to it therein.
- 1.275 As required pursuant to the policy contained in [ST/SGB/2017/2/Rev.1](#), the Ethics Office met with relevant stakeholders twice in 2019 to assist the Secretary-General in his review and assessment of the policy. The annual reviews are aimed at strengthening protection measures and improving the procedures in implementing the policy. It is envisaged that consultations with relevant stakeholders will continue and a revision to the policy will be issued in 2020 that will further strengthen and clarify it, taking into account the recommendations of the Joint Inspection Unit in its review of whistle-blower policies and practices in United Nations system organizations ([JIU/REP/2018/4](#)) and focusing on aligning the protection against retaliation policy with the Secretary-General's bulletin on delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules ([ST/SGB/2019/2](#)) and the Secretary-General's administrative instruction on unsatisfactory conduct, investigations and the disciplinary process ([ST/AI/2017/1](#)).

Internal challenge and response

- 1.276 The challenge for the Ethics Office was to generate trust within the Organization that would encourage the reporting of wrongdoing by staff and, in doing so, promote a culture of non-tolerance

towards misconduct and unacceptable behaviour. The 2017 United Nations Staff Engagement Survey indicated that, while many staff members were familiar with procedures on how to report unethical behaviour or wrongdoing, they were fearful of retaliation and did not believe that perpetrators would be held accountable. In response, the Office will strengthen its outreach efforts, including the provision of advice and guidance to staff on how to report misconduct and wrongdoing and the protection against retaliation policy. In its outreach efforts, the Office also plans to highlight the obligations of heads of entities to monitor situations to prevent retaliation, as set forth in the recently issued Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8). The Office will also proactively engage with management to foster good management practices to ensure that staff are protected against retaliation for disclosing misconduct and wrongdoing.

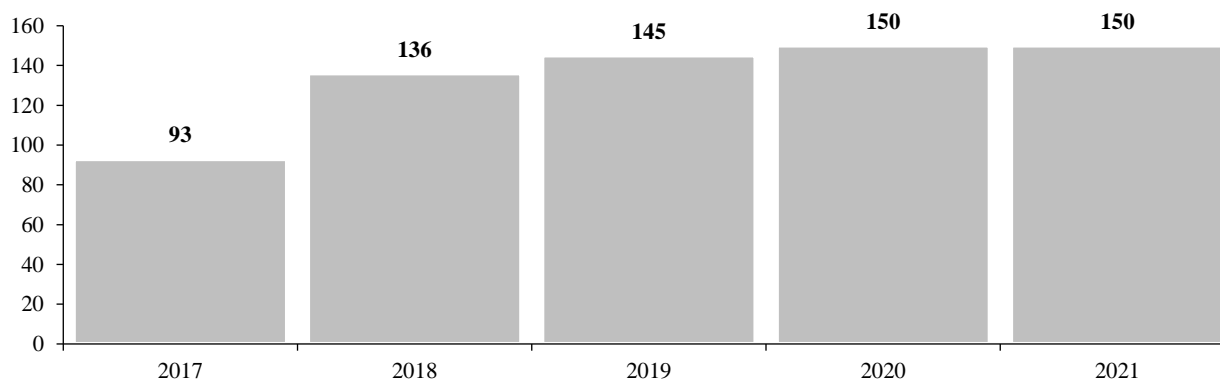
- 1.277 These activities will help to increase staff awareness of when and how to report misconduct and the protection against retaliation policy. In the development of the 2018 Leadership Dialogue, the topic of "Speaking Up: When Does It Become Whistle-blowing?" was selected with the aim of enhancing staff knowledge and awareness and educating staff on the provisions of the protection against retaliation policy, which had been revised twice in 2017. Subsequently, the independent internal audit by OIOS in 2019 on the effectiveness of the annual Leadership Dialogue revealed an almost twofold increase in the reporting of misconduct to OIOS, from 493 reports in 2015 to 995 in 2018. This was viewed as one of the indicators showing the positive impact of the Leadership Dialogues. Similarly, OIOS observed a clear increase in the reporting of fraud and corruption, harassment and sexual harassment following the Leadership Dialogue sessions discussing those topics in 2016, 2017 and 2018.

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

- 1.278 This work is expected to contribute to the achievement and sustainability of an organizational culture of integrity, accountability and transparency, which would be demonstrated by 150 enquiries related to whistle-blower protection policies and procedures to be received and responded by the Ethics Office in 2021.

Figure 1.XXIV

Performance measure: annual number of enquiries related to whistle-blower protection, 2017–2021



Legislative mandates

- 1.279 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

60/1 2005 World Summit Outcome (para. 61 (d))

Section 1 Overall policymaking, direction and coordination

60/248	Special subjects relating to the proposed programme budget for the biennium 2006–2007	70/305	Revitalization of the work of the General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	71/263	Human resources management

Deliverables

1.280 Table 1.128 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.128

Ethics Office: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General to the General Assembly on the activities of the Ethics Office	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
2. Meeting of the Advisory Committee of Administrative and Budgetary Questions	3	3	3	3
3. Meetings of the Fifth Committee	3	3	3	3
E. Enabling deliverables				
Internal justice and oversight: management of financial disclosure and declaration of interest statements and coordination for assessment under the financial disclosure programme; expert advice to and protection of staff members against retaliation for reporting misconduct or cooperation in duly authorized audits or investigations; expert advice, guidance and technical assistance to staff on the United Nations standards of conduct and ethics issues; and in-person and remote awareness-raising on the application of United Nations standards of conduct.				

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

1.281 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 1.129 to 1.131.

Table 1.129

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	1 495.3	1 623.8	—	—	—	—	—	1 623.8	49.3	1 673.1
Other staff costs	3.2	33.1	—	—	—	—	—	33.1	0.7	33.8
Consultants	489.5	309.2	—	—	(28.3)	(28.3)	(9.2)	280.9	5.3	286.2
Travel of staff	26.0	36.4	—	—	—	—	—	36.4	0.7	37.1
Contractual services	199.8	60.0	—	—	28.3	28.3	47.2	88.3	1.6	89.9
General operating expenses	3.9	20.1	—	—	—	—	—	20.1	0.4	20.5
Supplies and materials	0.9	5.2	—	—	—	—	—	5.2	0.1	5.3
Furniture and equipment	15.1	—	—	—	—	—	—	—	—	—
Total	2 233.8	2 087.8	—	—	—	—	—	2 087.8	58.1	2 145.9

Table 1.130

Post changes^a

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

^a No post changes are proposed for 2021.

Table 1.131

Post resources

Category	Changes					2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	2	—	—	—	—	2
P-3	2	—	—	—	—	2
P-2/1	1	—	—	—	—	1
Subtotal	7	—	—	—	—	7
General Service						
Principal level	1	—	—	—	—	1

Section 1 Overall policymaking, direction and coordination

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Other level	1	–	–	–	–	1
Subtotal	2	–	–	–	–	2
Total	9	–	–	–	–	9

- 1.282 Additional details on the distribution of proposed resources for 2021 are reflected in tables 1.132 to 1.134 and figure 1.XXV.
- 1.283 As reflected in table 1.132 (1), the overall resources proposed for 2021 amount to \$2,087,800 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 1.284 As reflected in tables 1.132 (2) and 1.133 (2), the Ethics Office receives other assessed resources under the support account for peacekeeping operations. For 2021, the projected other assessed resources amount to \$1,132,500, including three posts, to enable the Office to continue to provide support to staff in the field to achieve a full compliance rate. Other assessed resources represent 26.3 per cent of the total resources for the Office.
- 1.285 As reflected in table 1.132 (3), the Ethics Office receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$1,035,000 are expected to be received to provide for the participants funded from extrabudgetary resources in the financial disclosure programme. Extrabudgetary resources represent 24.0 per cent of the total resources for the Office.

Table 1.132
Evolution of financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage		
Programme of work	2 233.8	2 087.8	–	–	–	–	2 087.8	58.1
Subtotal, 1	2 233.8	2 087.8	–	–	–	–	2 087.8	58.1

(2) *Other assessed*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	1 104.5	1 035.0	1 132.5
Subtotal, 2	1 104.5	1 035.0	1 132.5

Part I Overall policymaking, direction and coordination

(3) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	1 784.0	1 035.0	1 035.0
Subtotal, 3	1 784.0	1 035.0	1 035.0
Total	5 122.3	4 157.8	4 313.4

Table 1.133

Evolution of post resources by component

(1) *Regular budget*

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	9	–	–	–	–	9
Subtotal, 1	9	–	–	–	–	9

(2) *Other assessed*

	2020 estimate	2021 estimate
Programme of work	3	3
Subtotal, 2	3	3
Total	12	12

Table 1.134

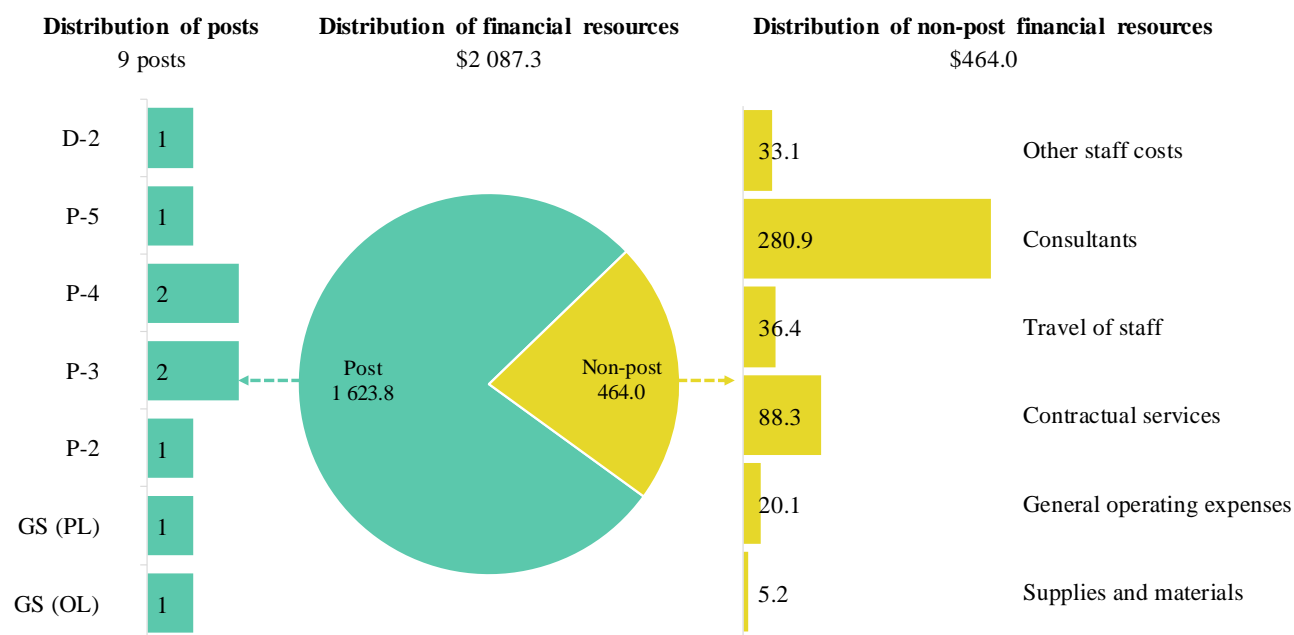
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 495.3	1 623.8	—	—	—	—	—	1 623.8
Non-post	738.5	464.0	—	—	—	—	—	464.0
Total	2 233.8	2 087.8	—	—	—	—	—	2 087.8
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		2	—	—	—	—	—	2
Total		9	—	—	—	—	—	9

Figure 1.XXV
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



1.286 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 1.135. The Ethics Office will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.135
Compliance rate

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	100	100	100

XI. Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him

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

- 1.287 During 2021, and pursuant to General Assembly resolution [74/248](#), the Eminent Person will continue to review the information received and possible new information made available by Member States, including by individuals and private entities, to assess its probative value and to draw conclusions from the investigations already conducted. To this end, he will prepare and submit a report to the Secretary-General. The Eminent Person's findings and conclusions, together with the Secretary-General's assessment thereof, will be reported to the Assembly towards the end of its seventy-fifth session.
- 1.288 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in table 1.136.

Table 1.136

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Consultants	186.2	148.6	(148.6)	97.6	—	(51.0)	(34.3)	97.6	1.9	99.5
Contractual services	8.5	—	—	—	—	—	—	—	—	—
Supplies and materials	0.1	—	—	—	—	—	—	—	—	—
Total	194.7	148.6	(148.6)	97.6	—	(51.0)	(34.3)	97.6	1.9	99.5

- 1.289 As reflected in table 1.136, the overall resources proposed for 2021 amount to \$97,600 before recosting, reflecting a net decrease of \$51,000 (or 34.3 per cent) compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Variance analysis

Overall resource changes

Technical adjustments

- 1.290 As reflected in table 1.136, resource changes reflect a net decrease of \$148,600 relating to the removal of non-recurrent requirements for consultancy services to be undertaken during 2020 for the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him.

New and expanded mandates

- 1.291 As reflected in table 1.136, resource requirements of \$97,600 would provide for the continuation of the planned scope of any further inquiry or investigation, in accordance with General Assembly resolution [74/248](#).

XII. Resident coordinator system

Foreword

With its landmark resolution [72/279](#) on the repositioning of the United Nations development system, the General Assembly mandated wide-ranging changes to the resident coordinator system aimed at creating a United Nations development system better equipped to support Member States in achieving the Sustainable Development Goals and implementing the 2030 Agenda for Sustainable Development. Over the course of 2019, among other things, resident coordinators made a smooth transition to this completely new institutional set-up under the Secretariat and the new Development Coordination Office. Their 131 offices were strengthened through a global hiring process of national and international professionals to support development coordination at the country level, additional capacities for backstopping were established in the Office, guidance for new, collective planning tools such as the new United Nations Sustainable Development Cooperation Framework were designed and rolled out, and a number of new accountability and transparency measures were implemented, including a new internal management and accountability framework. The funding compact between Member States and the United Nations development system was welcomed by Member States in General Assembly resolution [72/279](#) and Economic and Social Council resolution [2019/15](#).

While these far-reaching changes to the ways of working of the United Nations development system are still shifting systems, policies and mindsets, the introduction of the new arrangements has already brought real change and yielded early results on the ground. Newly independent and empowered resident coordinators are increasingly reporting strong buy-in of their United Nations country teams to more joined-up support to the Government. This is translating into a more effective United Nations country team that makes the most of its entities' expertise – building on global, regional and country assets – to support countries to achieve the Sustainable Development Goals by 2030. Member States – host countries and donors alike – and United Nations entities working on the ground are also reporting tangible results and changed behaviours.

As the Secretary-General underscored to Member States in his 2020 report on the implementation of the quadrennial comprehensive policy review, we will continue to forge ahead in strengthening the reinvigorated resident coordinator system and the results that it enables through the work of United Nations country teams. In 2021, the Secretary-General will also provide to Member States a comprehensive review of the functioning of the resident coordinator system, in line with the explicit request of the General Assembly in its resolution [72/279](#). The Secretary-General will present any recommendations on the way forward before the end of the seventy-fifth session of the Assembly, including on the funding arrangements of the resident coordinator system.

With less than 10 years left to achieve the Sustainable Development Goals, time is running out to deliver on the promise of the 2030 Agenda. Through a strong resident coordinator system and more dynamic United Nations country teams, the United Nations development system will continue to mobilize all stakeholders, step up action and translate ideas into solutions to advance the achievement of the Goals on the ground and the overall sustainable development agenda at the country, regional and global levels.

(Signed) Robert **Piper**
Assistant Secretary-General for Development Coordination

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

Overall orientation

Mandates and background

- 1.292 The mandates of the resident coordinator system are derived from the 2030 Agenda for a more prosperous world for people and the planet. The system is intended to bring together the different United Nations agencies, funds and programmes, regardless of the nature of their presence in-country, to improve the impact, efficiency and effectiveness of operational activities for development on the ground. The quadrennial comprehensive policy reviews of operational activities for development, General Assembly resolution [72/279](#) on the repositioning of the United Nations development system and the Economic and Social Council segment on operational activities for development guide the scope and implementation of the activities of the resident coordinator system. Its management rests with the Development Coordination Office, with resident coordinators reporting directly to the Secretary-General. Resident coordinators are the designated representatives of the Secretary-General for development operations at the country level. At the heart of the resident coordinator system are 129 resident coordinators leading 131 United Nations country teams operating in 162 countries and territories. Should Member States endorse the upcoming proposals of the Secretary-General to the Council on the strengthening of multi-country offices, a new resident coordinator post will be sought, bringing the number of resident coordinators to 130. In keeping with the request of the Assembly in paragraph 24 of its resolution [62/236](#) to provide estimates on all sources of funding, this post has been tentatively included in the estimate of extrabudgetary resources.

Programme of work

Objective

- 1.293 The objective, to which the resident coordinator system contributes, is to accelerate Member States' progress towards achieving the Sustainable Development Goals through strengthened United Nations development leadership, robust coordination structures, tools and frameworks, the effective management of joint resources and improved transparency of results to improve the impact, efficiency and effectiveness of operational activities for development at the country, regional and global levels.

Strategy

- 1.294 To contribute to strengthened United Nations development leadership, the resident coordinator system will focus on consolidating the resident coordinator leadership model and operationalizing a talent management pool to enable a fully reformed leadership model by the end of 2021. This is expected to result in a strengthened cadre of leaders at the country level, fully equipped to deliver on the decade of action for the Sustainable Development Goals. Past results in this area include strengthened talent management for resident coordinators achieved through the revamping of the resident coordinator assessment centre and the selection system, as well as the development of a new resident coordinator performance management strategy.
- 1.295 To contribute to robust coordination frameworks, the resident coordinator system will scale up development support to national Governments in order to achieve the Sustainable Development Goals by strengthening the implementation of country-level United Nations Sustainable

Development Cooperation Frameworks. Past results in this area include 15 new Frameworks formulated and agreed to by host countries/United Nations country teams in 2019 and 37 in 2020.²

- 1.296 To contribute to the improved transparency of results, the resident coordinator system will increase the availability of information on and awareness of United Nations development system efforts and activities to support the 2030 Agenda and the decade of action for the Sustainable Development Goals at the global, regional and country levels. Past results in this area include the roll-out and use by partners of UN-Info as the central platform for transparency and data relating to the United Nations Development Assistance Framework and Sustainable Development Cooperation Framework results and to the resident coordinator system in general.
- 1.297 To contribute to robust coordination structures, the resident coordinator system will work on the consolidation of business operations strategies and the implementation of common business services at the country level. This action is expected to result in more efficient United Nations operations management. Past results in this area include greater pooling of services at shared premises, the increased use of consolidated local back-office services through single service providers and fewer differences in rules, regulations and procedures governing operations support at the country level.
- 1.298 To contribute to the acceleration of Member States' progress towards achieving the Sustainable Development Goals at the country, regional and global levels, the resident coordinator system will provide substantive and operational support to the United Nations Sustainable Development Group and its subsidiary groups and task forces. The programme will continue to support United Nations country teams in delivering on individual and collective results, with the support of Development Coordination Office global and regional desks, to equip them with the capacities and resources required. This is expected to result in the operationalization of joint policies and programmatic guidance to regional and country entities. Past results in this area include the launch of the first common approach to private sector due diligence, the development of the guide "Leaving No One Behind", setting up a series of capacity development initiatives that worked to strengthen data management and results reporting in the resident coordinator offices, the development of a business operations strategy 2.0 and the agreement on the mutual recognition for operations.
- 1.299 To contribute to the effective management of joint resources, the resident coordinator system will continue to provide technical support to the Joint Fund for the 2030 Agenda for Sustainable Development through developing investment strategies and plans and piloting innovative financing instruments to catalyse strategic programming for development projects. This action is expected to result in meeting the Fund's capitalization goals, and the availability of investment products that leverage public and private financing for the Sustainable Development Goals. Past results in this area include the high rate number of responses to the Fund's first call for concept notes, in March 2019, which will channel \$72 million to 36 countries for joint programmes focused on social protection, in particular for the most vulnerable and marginalized.

External factors

- 1.300 With regard to the external factors, the overall plan of the resident coordinator system is based on the following assumptions:
 - (a) Adequate donor funding for the resident coordinator system;
 - (b) Continued engagement on the funding compact and the implementation of related commitments to ensure that the quality and quantity of funding allows the United Nations development system to maximize its comparative advantages and to further incentivize United Nations coherence and unity of purpose.

² Owing to the coronavirus disease (COVID-19) and its impact on the planning environment for the United Nations Sustainable Development Cooperation Framework process, the number of Frameworks formulated and agreed to by host countries/United Nations country teams in 2020 may need to be adjusted as the situation evolves.

- 1.301 The resident coordinator system integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, it actively implements the system-wide strategy on gender parity of having 50 per cent women resident coordinators and has integrated the gender parity requirements into recruitment processes. The resident coordinator system will also focus on geographic diversity, on which progress has been made.
- 1.302 With regard to cooperation with other entities, the resident coordinator system works closely with Member States, United Nations development entities, Secretariat entities, international financial institutions and civil society partners to advance the Sustainable Development Goals and the 2030 Agenda.
- 1.303 With regard to inter-agency coordination and liaisons, the resident coordinator system works with more than 40 members of the United Nations Sustainable Development Group through active coordination at the principal, director and technical levels to advance the 2030 Agenda and its Sustainable Development Goals.

Evaluation activities

- 1.304 The following evaluation is planned for 2021: evaluation by OIOS on a subject to be determined, in keeping with the evaluation plan for the resident coordinator system.

Programme performance in 2019 against planned result

- 1.305 A planned result for 2019, which is improved United Nations Development Assistance Framework planning and implementation for development results, as referred to in the report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office ([E/2019/62](#), annex II), was achieved, as evidenced by the Development Coordination Office facilitating an inter-agency process that produced guidance drafted by the Office to elevate the United Nations Development Assistance Framework to the most important instrument for the planning and implementation of United Nations development activities in countries, in support of the implementation of the 2030 Agenda, as expected by Member States pursuant to General Assembly resolution [72/279](#). The United Nations Development Assistance Framework was renamed the United Nations Sustainable Development Cooperation Framework in 2019 and the guidance was complemented by a companion package that details the steps that are part of the Framework roll-out process (from the common country analysis, prioritization and programme design to United Nations country team configuration and the implementation, monitoring and evaluation of the Framework). According to a survey conducted by the Department of Economic and Social Affairs in 2019, the majority of programme country Governments (89 per cent) agreed that the United Nations Development Assistance Framework/United Nations Sustainable Development Cooperation Framework had enabled them to ensure that the activities of the United Nations development system were closely aligned with national needs and priorities.

Programme performance in 2019: major milestones in resident coordinator system reform

- 1.306 The General Assembly, by its resolution [72/279](#), created a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system by separating the functions of the resident coordinator from those of the resident representative of UNDP. The Assembly also endorsed the transformation of the Development Operations Coordination Office as a stand-alone coordination office within the Secretariat, resulting in it being renamed the Development Coordination Office, reporting to the Chair of the United Nations Sustainable Development Group.
- 1.307 2019 marked the full establishment of a new resident coordinator system, anchored operationally in the Secretariat and governed by the Economic and Social Council, including the setting up of a

strengthened Development Coordination Office at the global and regional levels and the empowerment of resident coordinators on the ground through a new set of prerogatives, capacities and tools to effectively lead United Nations country teams.

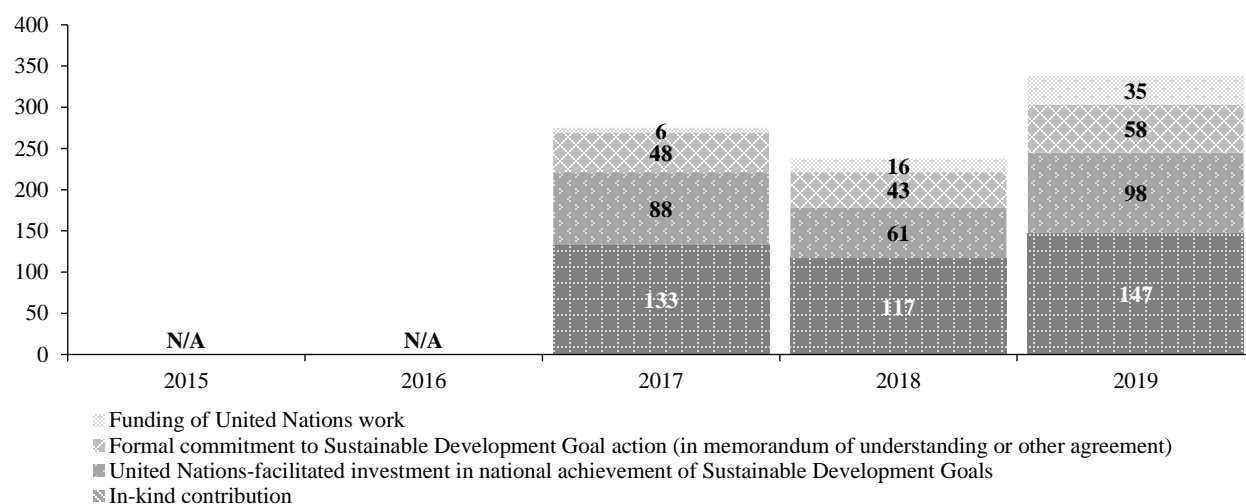
- 1.308 Resident coordinators underwent a transition from UNDP administration to the Secretariat without any interruption of operations on the ground. Legal, administrative and operational arrangements to make this possible were paired with a new set of accountabilities to clearly define resident coordinators' prerogatives and measures to strengthen the leadership of the resident coordinator system at the country, regional and global levels. Operations were further strengthened by additional capacities for strategic planning, economic analysis and policy support, data and monitoring, partnerships and communications, as well as new tools for joint analysis and collective planning.
- 1.309 Five regional offices of the Development Coordination Office were established, in Addis Ababa, Amman, Bangkok, Istanbul, Turkey, and Panama City, to consolidate support to resident coordinators and United Nations country teams and improve two-way connectivity between the field and Headquarters.
- 1.310 The new Development Coordination Office to backstop resident coordinators and serve as secretariat of the United Nations Sustainable Development Group was established, while at the same time leading the design and roll-out of the renewed tools, capacities and processes for the reinvigorated resident coordinator system and the resource mobilization and operationalization of the funding arrangements.
- 1.311 The major milestones in the repositioning of the resident coordinator system are also reflected in the report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office ([E/2020/54](#)).

Progress towards the attainment of the objective, and performance measure

- 1.312 This work contributed to the acceleration of Member States' progress towards achieving the Sustainable Development Goals through robust coordination structures, tools and frameworks at the country, regional and global levels. For example, a full-time resident coordinator and a new cadre of dedicated partnership officers have helped to improve partnerships for innovative programmatic results. They offer a "one-stop shop" for development partners, facilitating coherent United Nations engagement with all development stakeholders and leveraging partnerships in support of efforts by Governments to advance the 2030 Agenda and achieve the Goals. As also reflected in the report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office, this is demonstrated by an increase in the number of partnerships by United Nations country teams in all types of engagement.

Figure 1.XXVI

Performance measure: number of partnerships by the United Nations country teams by type of engagement, 2015–2019



Abbreviation: N/A, not applicable.

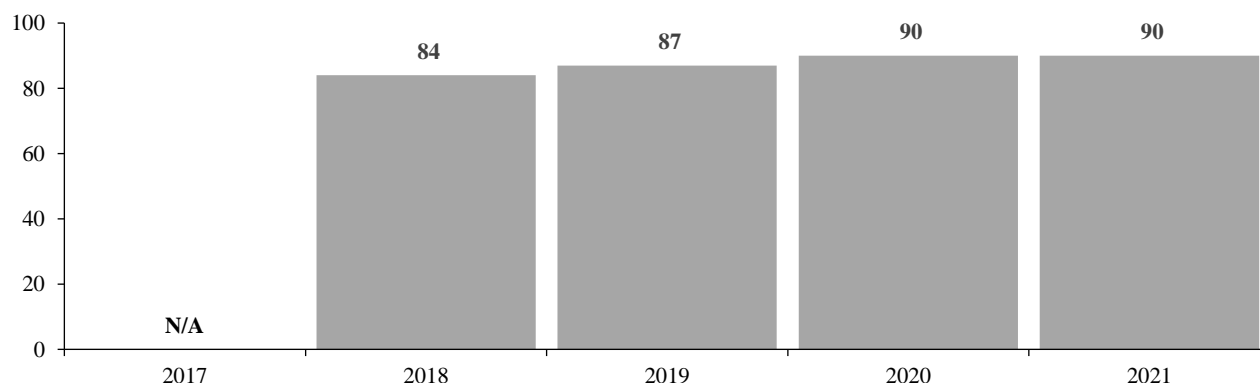
Planned results for 2021

Result 1: new generation of resident coordinators and United Nations country teams able to deliver high-quality policy and programming support to countries for achieving the Sustainable Development Goals (result carried over from 2020)

- 1.313 The resident coordinator system will continue the work related to the implementation of the 2030 Agenda by Member States, in line with its mandate, and will continue to review and adjust its activities to improve the alignment between its work and the needs of Member States, which is expected to be demonstrated by the performance measure for 2021 below. The performance measure for 2020 reflects the target performance proposed for 2020, as contained in [A/74/6 \(Sect.1\)](#).

Figure 1.XXVII

Performance measure: programme country Governments that consider United Nations development system activities to be “closely” or “very closely” aligned with national needs and priorities, 2017–2021



Abbreviation: N/A, not applicable.

Source: Department of Economic and Social Affairs quadrennial comprehensive policy review programme country government survey.

Result 2: scaling up delivery on the decade of action for the Sustainable Development Goals through strengthened resident coordinator leadership for more joined-up support to Governments (new result)

- 1.314 To deliver on the decade of action for the Sustainable Development Goals, resident coordinators will continue to steer and support the system's substantive contribution to the 2030 Agenda. In 2021, the programme will therefore focus on consolidating results at the global, regional and country levels to strengthen resident coordinator leadership. More specifically, it will seek to ensure that resident coordinators are diverse not only in terms of gender and geographic origins, but also in terms of their experience and expertise. It will aim to ensure that the profile of resident coordinators optimally fits the country in which they serve and that leadership gaps are minimized.
- 1.315 To this end, the Development Coordination Office will focus on three areas: (a) building a broad and deep pipeline of high-calibre candidates for resident coordinator posts, to increase choice in the selection phase; (b) revamping the resident coordinator selection system, to ensure that the best candidates are identified for each post; and (c) managing and supporting resident coordinators so that they perform even better.
- 1.316 The second component will consist of a revamped resident coordinator selection system, underpinned by strategic workforce planning. The third component of the resident coordinator talent management system will consist of a comprehensive leadership development programme for current and future resident coordinators. The Development Coordination Office will support members of resident coordinator pool in preparing for deployment, resident coordinators in becoming better leaders and United Nations country teams in becoming better teams.

Internal challenge and response

- 1.317 The challenge for the programme was to gain the buy-in across all United Nations Sustainable Development Group entities for the detailed approach to strengthening resident coordinator leadership. In response, the resident coordinator system will step up its engagement of Sustainable Development Group members through relevant inter-agency work and processes that build mutual accountability and ownership of the system.

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

- 1.318 This work is expected to contribute to the acceleration of Member States' progress towards achieving the Sustainable Development Goals through strengthened United Nations development system leadership at the country, regional and global levels, which would be demonstrated by Member States across all regions recording progress in the achievement of the Goals through support of United Nations country teams led by strengthened resident coordinators. This work is also expected to contribute to the delivery on the decade of action for the Goals and continue to advance the implementation of the United Nations development system reforms through the consolidation of the impartial, empowered and reinvigorated resident coordinator system.

Table 1.137
Performance measure

2017	2018	2019	2020	2021
N/A	The separation of the functions of the resident coordinator and the resident representative of the United Nations Development Programme, allowing	Launch of the new United Nations Sustainable Development Cooperation Framework at the country level, allowing for a robust	The resident coordinator effectively leads and coordinates the strategic support by United Nations country teams for national plans and	Strengthened resident coordinators, identified through an integrated talent management system, lead United Nations country teams in an increasing number of

2017	2018	2019	2020	2021
	resident coordinators to focus fully on the critical task of coordinating United Nations support for the 2030 Agenda for Sustainable Development	dialogue between United Nations country teams and the host Government, facilitated by the strengthened resident coordinator system and the launch of the management and accountability framework	priorities, including through better-quality United Nations Sustainable Development Cooperation Frameworks, an improved United Nations development system collective offer, more coordinated and integrated responses, more coordinated fund-raising, improved regional/subregional engagement and improved Sustainable Development Goals reporting and dialogue with Governments	leadership management interventions supporting Governments across all regions to record progress in the implementation of the 2030 Agenda, the Paris Agreement, the Sendai Framework for Disaster Risk Reduction 2015–2030 and other regional intergovernmental agreements (e.g., SIDS Accelerated Modalities of Action (SAMOA) Pathway, Programme of Action for the Least Developed Countries for the Decade 2011–2020 and Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024), and in the achievement of United Nations and Secretary-General’s strategies (e.g., on women, young people and disability)

Abbreviation: N/A, not applicable.

Legislative mandates

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

*General Assembly resolutions*³

70/1	Transforming our world: the 2030 Agenda for Sustainable Development	72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system		

³ The General Assembly will adopt a new resolution on the quadrennial comprehensive policy review at its seventy-fifth session, in the fall of 2020. The resident coordinator system will also be guided by its mandates in its programme of activities for 2021.

Section 1 Overall policymaking, direction and coordination

74/238 Operational activities for development of the United Nations system

Economic and Social Council resolution⁴

2019/15 Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

Deliverables

1.320 Table 1.138 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.138

Resident coordinator system: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	7	8
1. Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office	1	1	1	1
2. Report on the contribution of the United Nations Sustainable Development Group to the Sustainable Development Goals	–	–	–	1
3. Substantive briefings to Member States	–	–	6	6
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
6. United Nations Sustainable Development Group annual report on results achieved and resources used for Member States	1	1	1	1
Seminars, workshops and training events (number of days)	–	2	3	3
7. Resident coordinator assessment centres	–	1	2	2
8. Resident coordinators with Sustainable Development Goal certification	–	–	–	–
9. Resident coordinator induction programmes	–	1	1	1
Technical materials (number of materials) ^a	264	247	421	486
10. Common country analyses to inform United Nations planning, programming and contribution to country-level implementation of the 2030 Agenda for Sustainable Development	15	14	96	131
11. United Nations country team reports to the universal periodic review	33	27	33	29
12. Templates for cooperation frameworks signed with host Governments	15	9	32	46
13. Templates for evaluations of United Nations Development Assistance Frameworks/United Nations Sustainable Development Cooperation Frameworks	37	34	26	35
14. Annual reports on joint United Nations country team results	83	83	90	90
15. New content on United Nations Sustainable Development Cooperation Frameworks for the United Nations country team websites launched	36	36	80	131

⁴ The Economic and Social Council resolutions derived from the Council's segment on operational activities for development also continue to guide the resident coordinator system. The most recent such resolution is [2019/15](#).

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
16. New content on United Nations Information Centre/resident coordinator office integration for United Nations country team websites	45	44	44	44

C. Substantive deliverables

Consultation, advice and advocacy: cooperation frameworks signed with host Governments and evaluations of United Nations Sustainable Development Cooperation Frameworks.

D. Communication deliverables

Digital platforms and multimedia content: United Nations country team websites launched using UN-Info platform.

^a Owing to the coronavirus disease (COVID-19) and its impact on the planning environment, the actual number of deliverables may need to be adjusted as the situation evolves.

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

- 1.321 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in table 1.139.

Table 1.139

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Fellowships, grants and contributions ^a	13 571.8	13 571.8	–	–	–	–	–	13 571.8	–	13 571.8
Total	13 571.8	13 571.8	–	–	–	–	–	13 571.8	–	13 571.8

^a Represents the Secretariat share of the cost-sharing arrangement in the United Nations Sustainable Development Group, to be disbursed as a grant.

- 1.322 Pursuant to General Assembly resolution [72/279](#), the resident coordinator system is funded through a 1 per cent coordination levy on tightly earmarked non-core contributions to United Nations system development-related activities, a cost-sharing arrangement among the entities of the United Nations Sustainable Development Group and voluntary contributions. In 2021, the Secretariat share of the cost-sharing arrangement for entities of the Sustainable Development Group will remain at \$13,571,800, proposed to be funded from the regular budget. This amount represents no change compared with the appropriation for 2020.
- 1.323 The methodology for the calculation of the participating entity share and the amount for each participating entity is reflected in the report of the Secretary-General on revised estimates relating to the resident coordinator system under section 1, Overall policymaking, direction and coordination ([A/73/424](#)). The cost-sharing methodology is being reviewed as part of a comprehensive review of the reinvigorated resident coordinator system, including its funding arrangements, as requested by the General Assembly in its resolution [72/279](#). This review of the cost-sharing methodology was initiated in 2020 and will be finalized before the end of the seventy-fifth session of the Assembly.
- 1.324 For 2021, the resident coordinator system expects to collect \$155 million from voluntary contributions, \$77 million from the cost-sharing arrangement and \$50 million from the 1 per cent coordination levy. These resources will be pooled and managed in the special purpose trust fund for the resident coordinator system. The distribution of these resources, which amount to \$281,826,400, is reflected in tables 1.140 and 1.141.

Overview of resources of the special purpose trust fund of the resident coordinator system

Table 1.140

Evolution of financial resources by component

(Thousands of United States dollars)

Component	2019 expenditure	2020 estimate	Changes		2021 estimate
			Variance amount	Variance percentage	
A. Executive direction and management	1 903.2	2 346.4	497.9	21.2	2 844.3
B. Programme of work					

Part I Overall policymaking, direction and coordination

Component	2019 expenditure	2020 estimate	Changes		2021 estimate
			Variance amount	Variance percentage	
1. Global coordination	7 546.5	14 392.3	61.5	0.4	14 453.8
2. Regional coordination	3 310.9	6 659.4	2 844.7	42.7	9 504.1
3. Country coordination	131 060.5	246 298.7	(2 980.7)	(1.2)	243 318.0
Subtotal, B	141 917.9	267 350.4	(74.5)	–	267 275.9
C. Programme support	5 990.6	11 609.7	96.5	0.8	11 706.2
Total	149 811.7	281 306.5	519.9	0.2	281 826.4

Table 1.141
Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 estimate	Changes		2021 estimate
			Variance amount	Variance percentage	
Posts	73 271.7	160 462.5	3 858.6	2.4	164 321.1
Other staff costs	4 758.1	2 874.2	160.3	5.6	3 034.5
Consultants	10 993.6	23 349.7	(151.6)	(0.6)	23 198.1
Travel of staff	7 054.8	14 138.5	153.4	1.1	14 291.9
Contractual services	26 789.8	43 425.3	(3 805.2)	(8.8)	39 620.1
General operating expenses	21 671.7	29 141.9	2 652.6	9.1	31 794.5
Hospitality	309.5	1 352.0	(22.6)	(1.7)	1 329.4
Supplies and materials	135.0	1 929.6	13.0	0.7	1 942.6
Furniture and equipment	4 827.5	4 632.8	(2 338.6)	(50.5)	2 294.2
Total	149 811.7	281 306.5	519.9	0.2	281 826.4

- 1.325 The overall resource requirements for 2021 reflect a nominal increase of \$519,900 (0.2 per cent) compared with 2020 resources. This tentatively includes additional resources that will be sought, should Member States endorse the upcoming proposal to the Economic and Social Council on the strengthening of multi-country offices. The increase also includes increased regional coordination capacity, additional capacity for multi-county offices and increased pro forma staff costs for 2021, which has been offset mainly by a significant reduction in service provision costs and reflects a closer integration and leveraging of the capacity of the United Nations Information Centres of the Department of Global Communications. This effort was made to ensure that the additional staff requirements could be met while remaining budget neutral overall. Contractual services are lower and general operating expenses are higher in 2021, owing mainly to the reclassification of the support costs of Secretariat offices. The budgeted resources for furniture and equipment have a reduction of \$2.4 million for 2021, given that most acquisitions of furniture and office equipment for the resident coordinator system are expected to be completed in 2020.

Table 1.142
Post resources by component for 2021

(Number of posts)

	Professional and higher									General Service and related		National staff		Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal	Principal level	Other level	National Professional Officer	Local level	
A. Executive direction and management	–	1	1	–	2	2	1	–	7	2	1	–	–	10
B. Programme of work														
1. Global coordination	–	–	–	2	10	16	11	–	39	–	3	–	–	42
2. Regional coordination	–	–	5	–	6	11	5	–	27	1	–	–	5	33
3. Country coordination	–	2	34	82	84	123	1	1	327	–	–	421	264	1 012
Subtotal, B	–	2	39	84	100	150	17	1	393	1	3	421	269	1 087
C. Programme support	–	–	–	1	3	5	2	–	11	4	1	–	–	16
Total	–	3	40	85	105	157	20	1	411	7	5	421	269	1 113

Table 1.143
Distribution of resources by component

(Percentage)

Component	2020 estimate	2021 estimate
A. Executive direction and management	0.8	1.0
B. Programme of work		
1. Global coordination	5.1	5.1
2. Regional coordination	2.4	3.4
3. Country coordination	87.6	86.3
Subtotal, B	95.1	94.8
C. Programme support	4.1	4.2
Total	100.0	100.0

- 1.326 The estimated number of posts for the resident coordinator system in 2021 is 28 fewer than the estimated number of posts of 1,141 in the 2020 budget. This is due to the removal of the 12 triple-hatted resident coordinator posts that are funded in part by the resident coordinator system but that are proposed on the staffing tables of peacekeeping/special political missions and thus not included in the organization chart of the resident coordinator system. The reduced number of posts also reflects a closer integration and leveraging of the capacity of the United Nations Information Centres of the Department of Global Communications, as explained in the paragraph above. These changes are offset in part by the addition of new posts for multi-country offices and a new resident coordinator post, tentatively included and outlined in paragraph 1.292 above, and related office in the North Pacific. In addition, the staffing structure at the country level has also changed owing to the reprofiling of some posts, resulting in a decrease in the number of P-5 posts, while the number of P-4 posts has increased.

Budget by components

Executive direction and management

- 1.327 The proposed resources under executive direction and management would provide for the Office of the Assistant Secretary-General for Development Coordination. This Office provides strategic planning for the resident coordinator system, supports the Chair, Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of quadrennial comprehensive policy review implementation and progress tracking. In addition, it is responsible for managing strategic partner relations and coordinating the engagement of the United Nations development system with the Executive Committee/Deputies Committee mechanism and for providing oversight and strategic leadership of the Office of the Sustainable Development Group. Currently, the Assistant Secretary-General is responsible for the oversight of the 131 resident coordinator offices and the work of 101 Development Coordination Office staff. One P-4 resource mobilization post was transferred from global coordination to the Office of the Assistant Secretary-General and one General Service (Principal level) post created to support the coordination of the results groups under the United Nations Sustainable Development Group that the Development Coordination Office supports as its secretariat. The distribution of resources is reflected in tables 1.144 and 1.145.

Table 1.144

Resource requirements: executive direction and management

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2020 estimate	2021 estimate	Variance	2020 estimate	2021 estimate
Post	1 925.7	2 114.6	188.9	8	10
Non-post	420.7	729.7	309.0	—	—
Total	2 346.4	2 844.3	497.9	8	10

Table 1.145

Requirements by object of expenditure

(Thousands of United States dollars)

	2020 estimate	2021 estimate	Variance
Posts	1 925.7	2 114.6	188.9
Other staff costs	127.9	163.8	35.9
Consultants	—	150.0	150.0
Travel of staff	84.0	146.9	62.9
General operating expenses	164.5	57.0	(107.5)
Hospitality	12.0	12.0	—
Supplies and materials	10.1	—	(10.1)
Furniture and equipment	22.2	—	(22.2)
Contractual services	—	200.0	200.0
Total	2 346.4	2 844.3	497.9

Programme of work

- 1.328 The distribution of resources under programme of work (global, regional and country coordination) is reflected in tables 1.146 and 1.147.

Global coordination

- 1.329 Under global coordination, branches and sections of the Development Coordination Office at Headquarters work with entities and mechanisms of the United Nations Sustainable Development Group to improve the strategic and operational coherence of operational activities for development by fostering system-wide approaches and providing coordinated and, where relevant, integrated policy and strategic guidance to United Nations country teams. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator System Leadership Branch, the Country Business Strategies Section and the Communications and Results Reporting Section. From the Policy and Programming Branch, one post (P-4) was transferred to the Office of the Assistant Secretary-General to support resource mobilization efforts and one post (P-3) was transferred to the Communications and Results Reporting Section for work on the UN-Info platform. One post (P-4) in the Resident Coordinator System Leadership Branch has been reclassified to a P-5 to support a higher level of responsibilities in the area of resident coordinator talent management.

Regional coordination

- 1.330 The regional coordination function of the resident coordinator system focuses on overseeing and supporting the coherent and effective delivery of operational activities for development by resident coordinators and United Nations country teams through integrated policy programming and operational support, together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic and social commissions. To support the coordination of activities for a larger number of resident coordinator offices in the region, three P-5 posts and one General Service (Principal level) post were added to the regional office for Africa. To ensure that administrative services and support for business efficiency initiatives were in keeping with other regional offices, one P-3 post was added to the regional office for Latin America and the Caribbean. A coordination fund of \$1 million will be allocated across the five regional offices to incentivize collaboration and support joint activities at the regional level.

Country coordination

- 1.331 Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading the United Nations development system support for the implementation of the 2030 Agenda at the country level, in line with national priorities, needs and planning frameworks and under the ownership and leadership of programme countries in a coherent coordinated and, where possible, integrated manner that maximizes impact and sustainable development results. The number of posts has decreased, reflecting closer integration and leveraging of the capacity of the United Nations Information Centres of the Department of Global Communications, as explained above. As outlined in paragraph 1.292 above, the estimate of extrabudgetary resources also tentatively includes a new multi-country resident coordinator office for the North Pacific. The resources are inclusive of efforts to ensure the transition of more services to Secretariat systems and service providers.

Table 1.146

Resource requirements: programme of work

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>
Global coordination	14 392.3	14 453.8	61.5	43	42
Regional coordination	6 659.4	9 504.1	2 844.7	28	33
Country coordination	246 298.7	243 318.0	(2 980.7)	1 046	1 012
Total	267 350.4	267 275.9	(74.5)	1 117	1 087

Table 1.147

Requirements by budget class: programme of work

(Thousands of United States dollars)

<i>Category</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>
Posts	155 242.3	159 150.4	3 908.1
Other staff costs	2 490.4	2 143.1	(347.3)
Consultants	23 349.7	22 992.1	(357.6)
Travel of staff	13 889.5	13 944.3	54.8
Contractual services	35 924.5	38 452.0	2 527.5
General operating expenses	28 648.4	25 752.9	(2 895.5)
Hospitality	1 340.0	1 317.4	(22.6)
Supplies and materials	1 899.4	1 942.6	43.2
Furniture and equipment	4 566.2	1 581.1	(2 985.1)
Total	267 350.4	267 275.9	(74.5)

Global coordination

1.332 The distribution of resources for global coordination is reflected in tables 1.148 and 1.149.

Table 1.148

Resource requirements: global coordination

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>
Post	9 798.5	8 694.1	(1 104.4)	43	42
Non-post	4 593.8	5 759.7	1 165.9	—	—
Total	14 392.3	14 453.8	61.5	43	42

Table 1.149

Requirements by budget class: global coordination

(Thousands of United States dollars)

	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>
Posts	9 798.5	8 694.1	(1 104.4)
Other staff costs	703.6	276.0	(427.6)
Consultants	1 110.1	729.1	(381)
Travel of staff	478.5	546.4	67.9
Contractual services	1 219.2	4 076.3	2 857.1
General operating expenses	904.8	118.9	(785.9)
Supplies and materials	55.4	10.0	(45.4)
Furniture and equipment	122.2	3.0	(119.2)
Total	14 392.3	14 453.8	61.5

Regional coordination

1.333 The distribution of resources for regional coordination is reflected in tables 1.150 and 1.151.

Table 1.150

Resource requirements: regional coordination

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>
Post	5 749.4	6 505.6	756.2	28	33
Non-post	910.0	2 998.5	2 088.5	—	—
Total	6 659.4	9 504.1	2 844.7	28	33

Table 1.151

Requirements by budget class: regional coordination

(Thousands of United States dollars)

	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>
Posts	5 749.4	6 505.6	756.2
Other staff costs	86.8	377.8	291.0
Consultants	139.6	663.0	523.4
Travel of staff	511.0	739.3	228.3
Contractual services	—	320.3	320.3
General operating expenses	135.6	733.4	597.8
Hospitality	30.0	7.4	(22.6)
Supplies and materials	4.0	22.0	18.0
Furniture and equipment	3.0	135.3	132.3
Total	6 659.4	9 504.1	2 844.7

Country coordination

1.334 The distribution of resources for country coordination is reflected in tables 1.152 and 1.153.

Table 1.152

Resource requirements: country coordination

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2020 estimate	2021 estimate	Variance	2020 estimate	2021 estimate
Post	139 694.4	143 950.7	4 256.3	1 046	1 012
Non-post	106 604.3	99 367.3	(7 237.0)	–	–
Total	246 298.7	243 318.0	(2 980.7)	1 046	1 012

Table 1.153

Requirements by budget class: country coordination

(Thousands of United States dollars)

	2020 estimate	2021 estimate	Variance
Posts	139 694.4	143 950.7	4 256.3
Other staff costs	1 700.0	1 489.3	(210.7)
Consultants	22 100.0	21 600.0	(500.0)
Travel of staff	12 900.0	12 658.6	(241.4)
Contractual services	34 705.3	34 055.4	(649.9)
General operating expenses	27 608.0	24 900.6	(2 707.4)
Hospitality	1 310.0	1 310.0	–
Supplies and materials	1 840.0	1 910.7	70.70
Furniture and equipment	4 441.0	1 442.7	(2 998.3)
Total	246 298.7	243 318.0	(2 980.7)

Programme support

1.335 Programme support services are provided by the Resident Coordinator System Business Management Branch in the Development Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability for and oversight of the system. To this end, the Branch serves as the Executive Office of the Development Coordination Office and provides daily business services and administrative support to the Office at the global level, including on human resources, information technology, finance, travel and procurement and systems platform management. It is responsible for the development and oversight of and reporting on the Office's headquarters budget. The Branch manages the operational relationship with the service providers of the resident coordinator system. It advises and provides backstopping support on business services to the Office regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results-based budgeting and regular reporting, including to the Fifth Committee. It is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system. Lastly, the Branch is responsible for policy guidance on management accountability and oversight support for the Office in coordination with other offices within the Secretariat.

1.336 The distribution of resources for programme support is reflected in tables 1.154 and 1.155.

Table 1.154

Resource requirements: programme support

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2020 estimate	2021 estimate	Variance	2020 estimate	2021 estimate
Post	3 294.5	3 056.1	(238.4)	16	16
Non-post	8 315.2	8 650.1	334.9	–	–
Total	11 609.7	11 706.2	96.5	16	16

Table 1.155

Summary of requirements by budget class: programme support

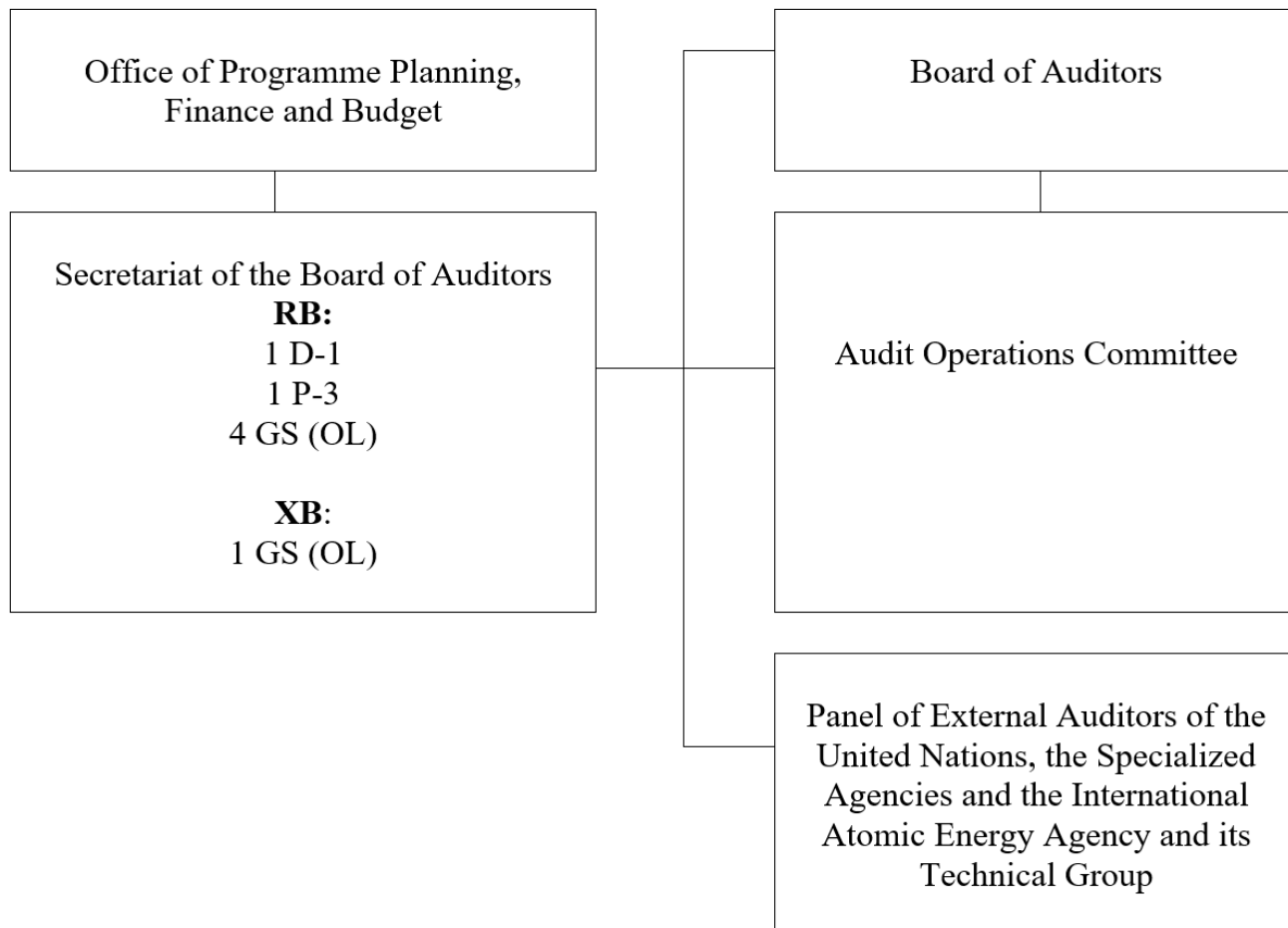
(Thousands of United States dollars)

	2020 estimate	2021 estimate	Change
Posts	3 294.5	3 056.1	(238.4)
Other staff costs	255.9	727.6	471.7
Consultants	–	56.0	56.0
Travel of staff	165.0	200.7	35.7
Contractual services	7 500.8	968.1	(6 532.7)
General operating expenses	329.0	5 984.6	5 655.6
Supplies and materials	20.1	–	(20.1)
Furniture and equipment	44.4	713.1	668.7
Total	11 609.7	11 706.2	96.5

Annex I

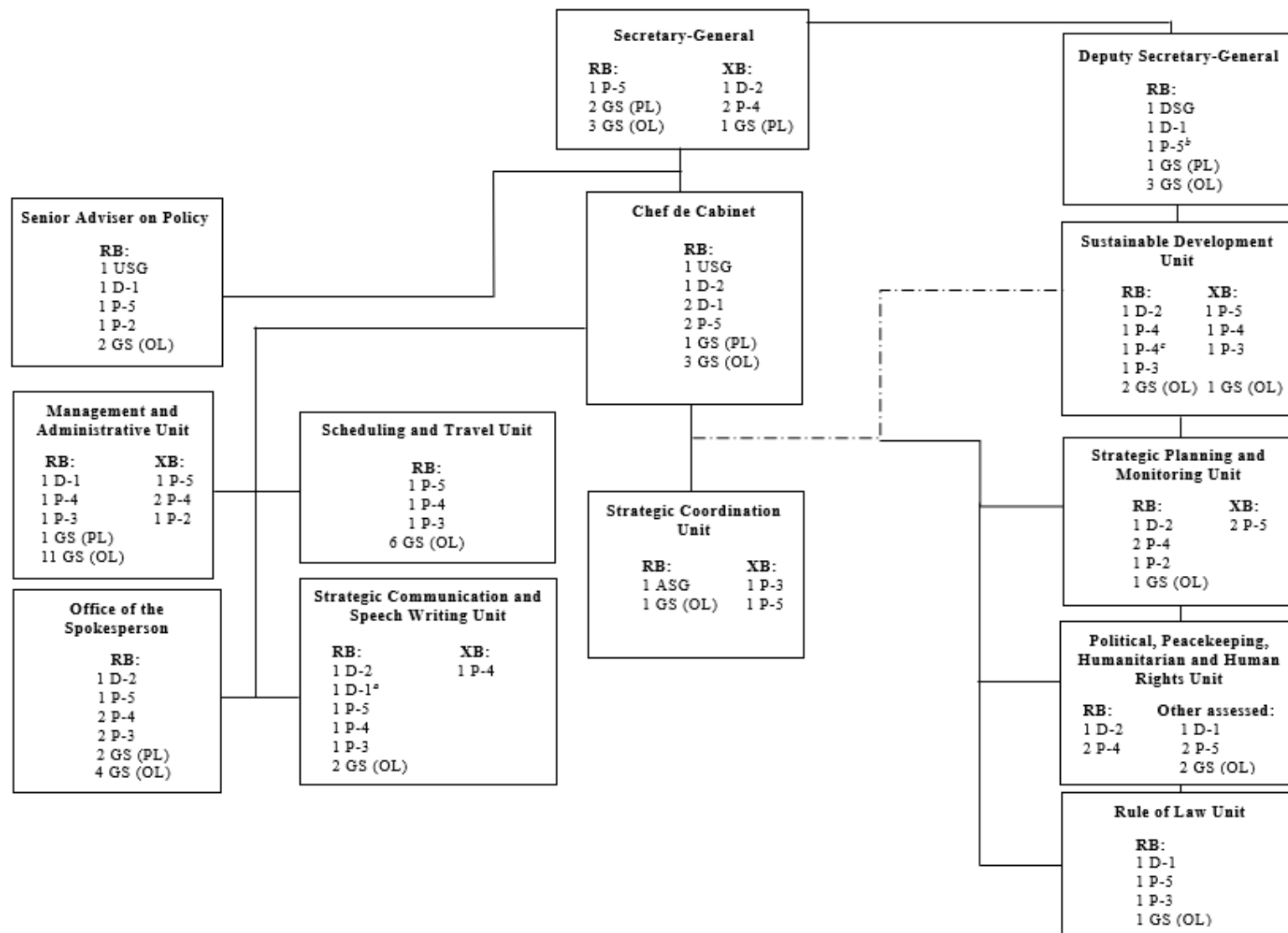
Organizational structure and post distribution for 2021

A. Board of Auditors



Abbreviations: GS (OL), General Service (Other level); RB, regular budget; XB, extrabudgetary.

B. Secretary-General and Executive Office of the Secretary-General



Abbreviations: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level);

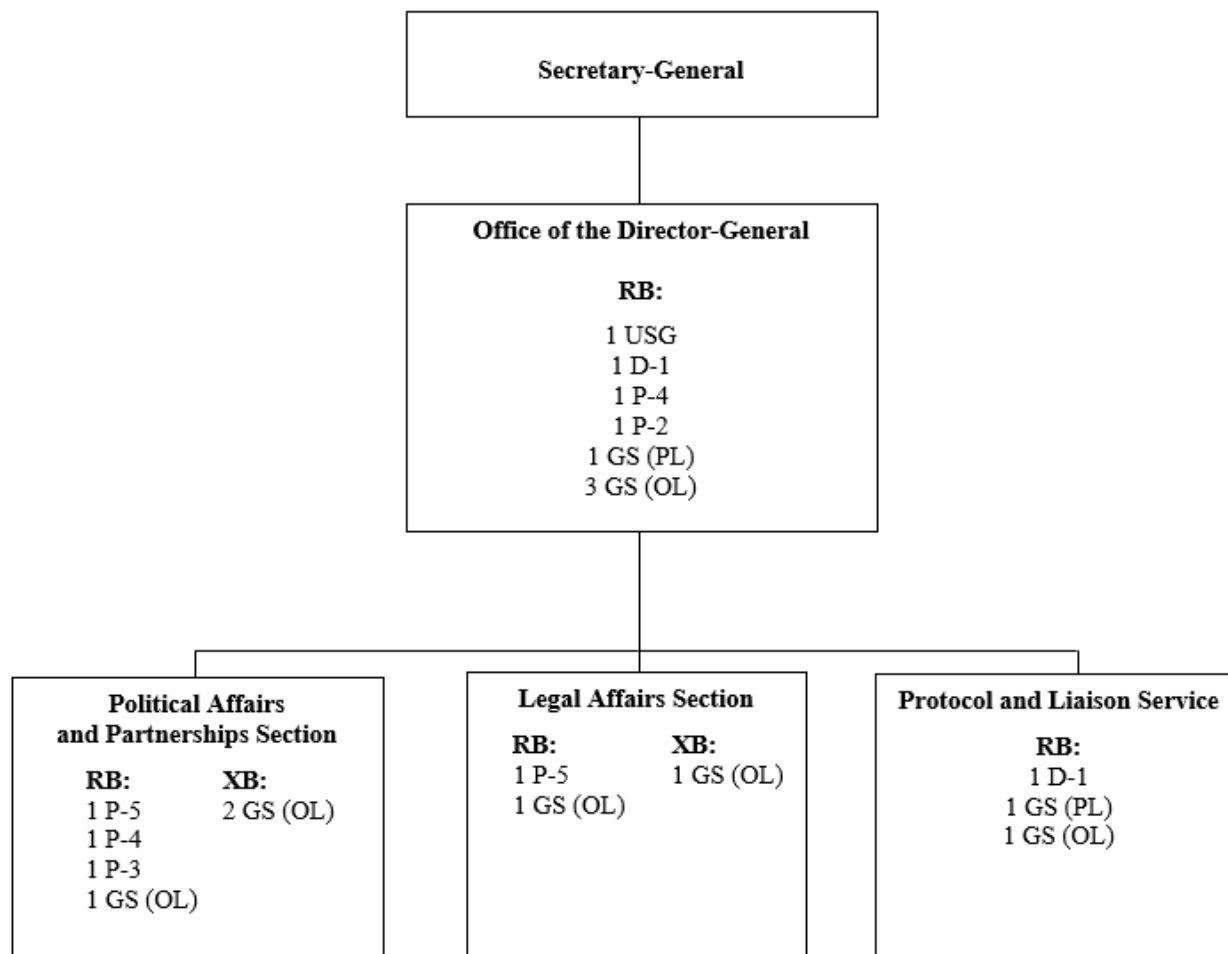
RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Redeployment from the Office of the Secretary-General.

^b Redeployment from the Sustainable Development Unit.

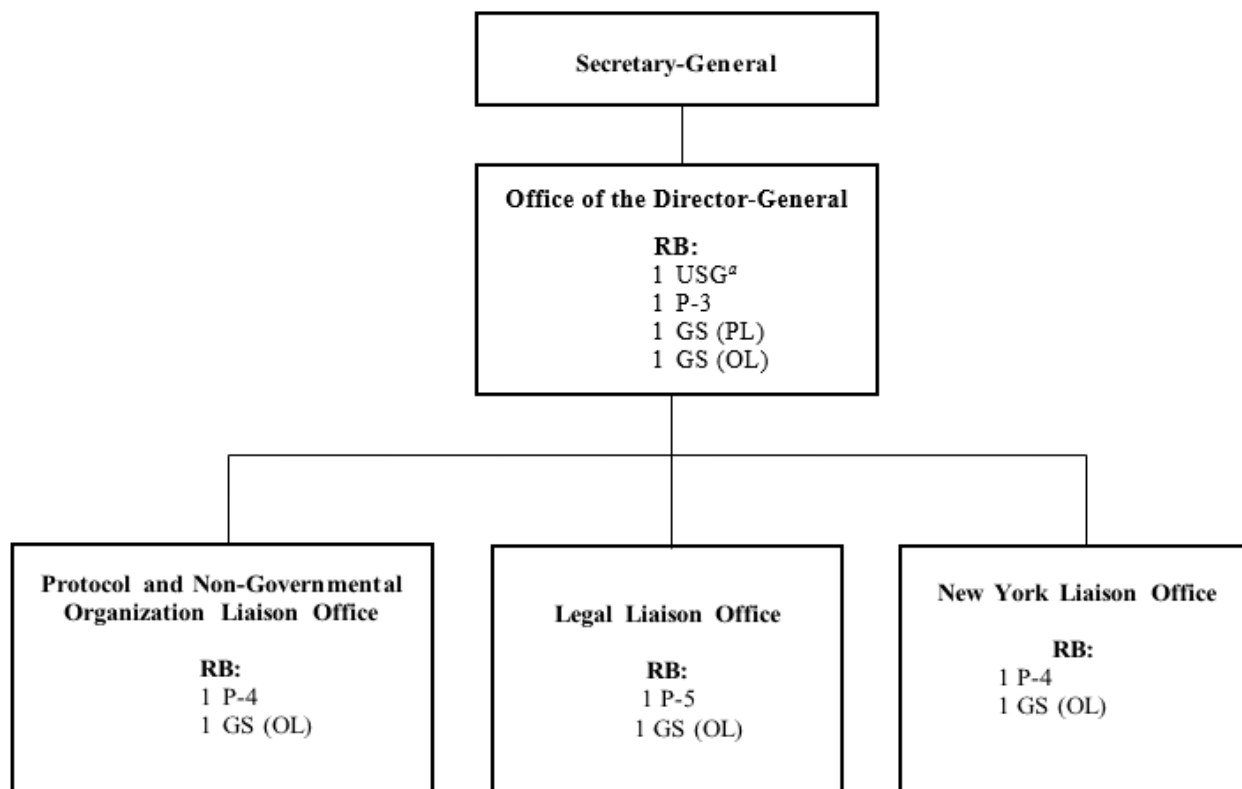
^c Redeployment from the Office of the Deputy Secretary-General.

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



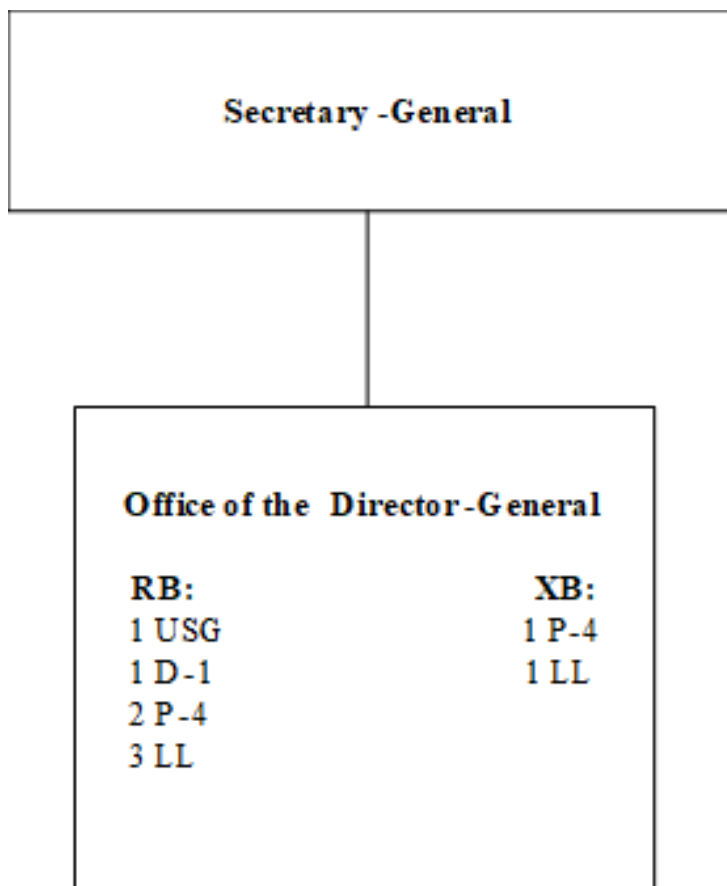
Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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

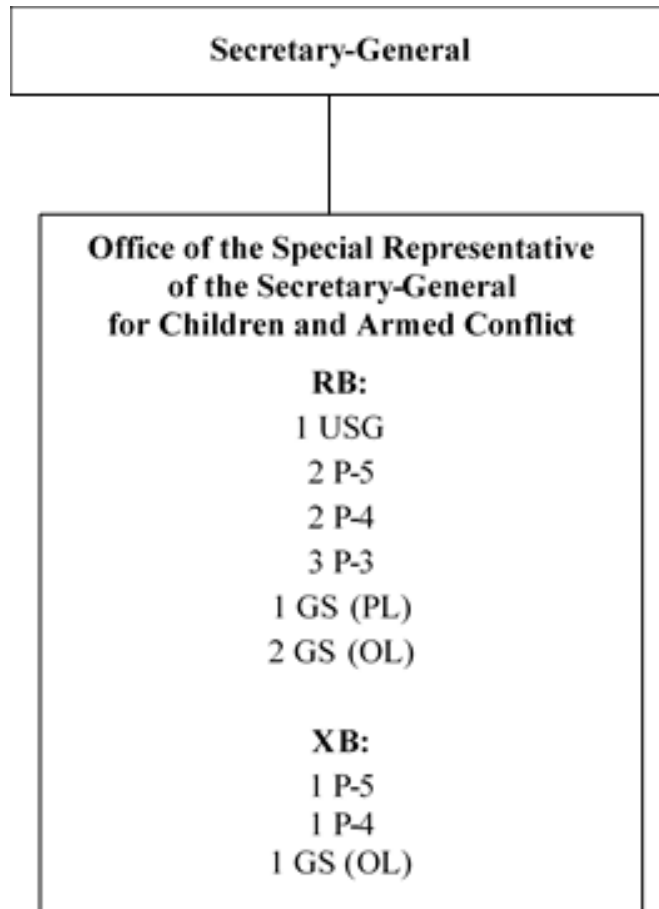


Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General.

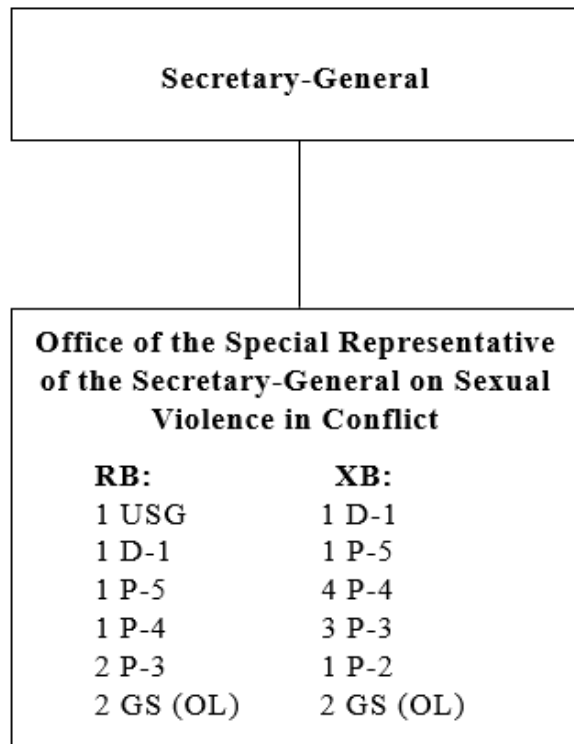
^a Reflected under the staffing complement of the United Nations Office on Drugs and Crime (sect. 16).

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

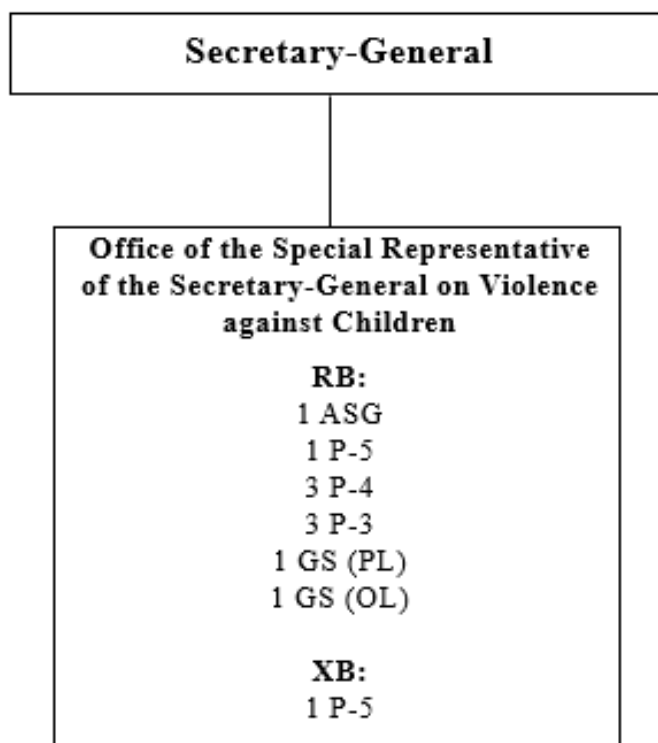
Abbreviations: LL (Local level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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

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

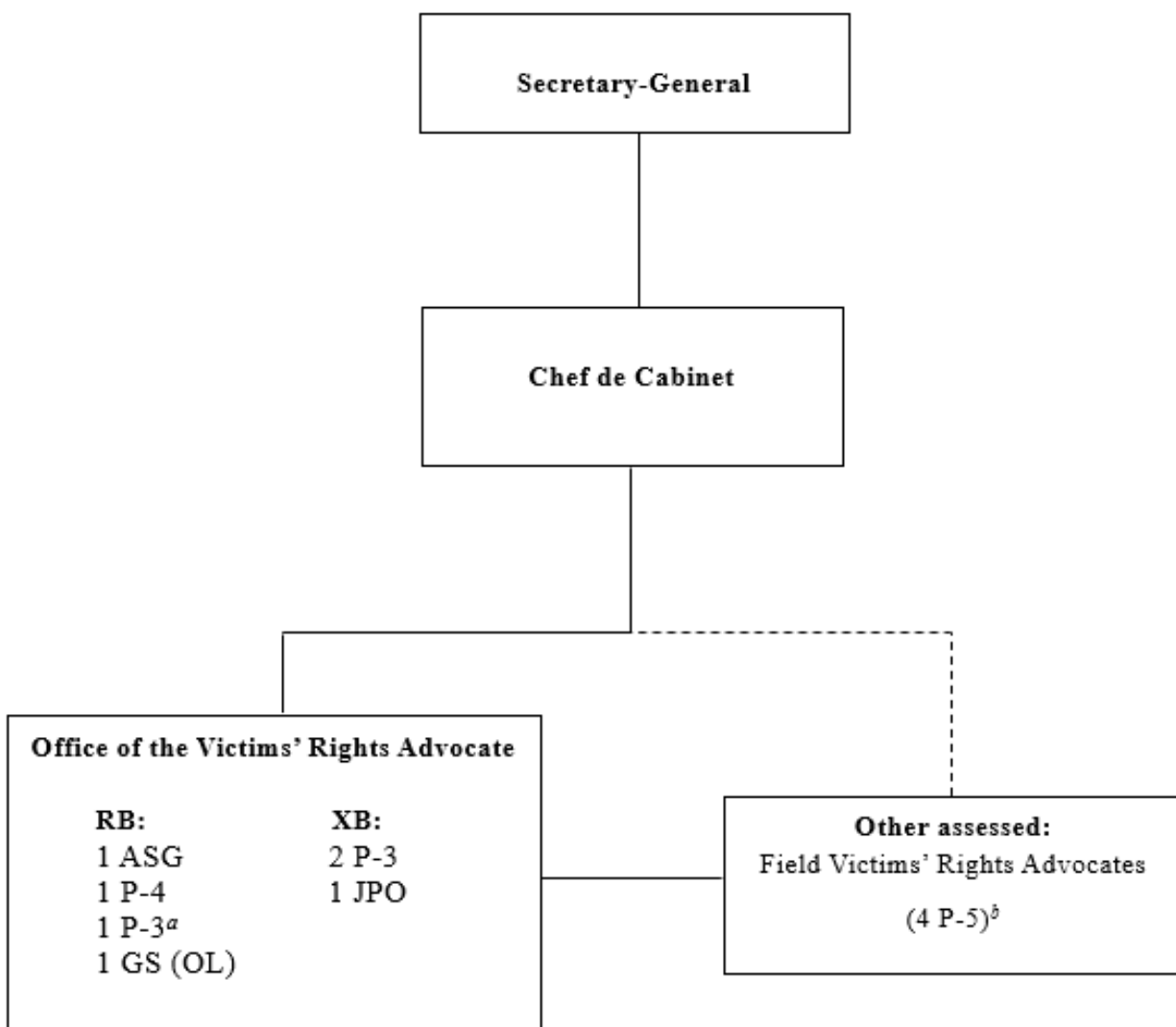
G. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

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

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

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

I. Office of the Victims' Rights Advocate

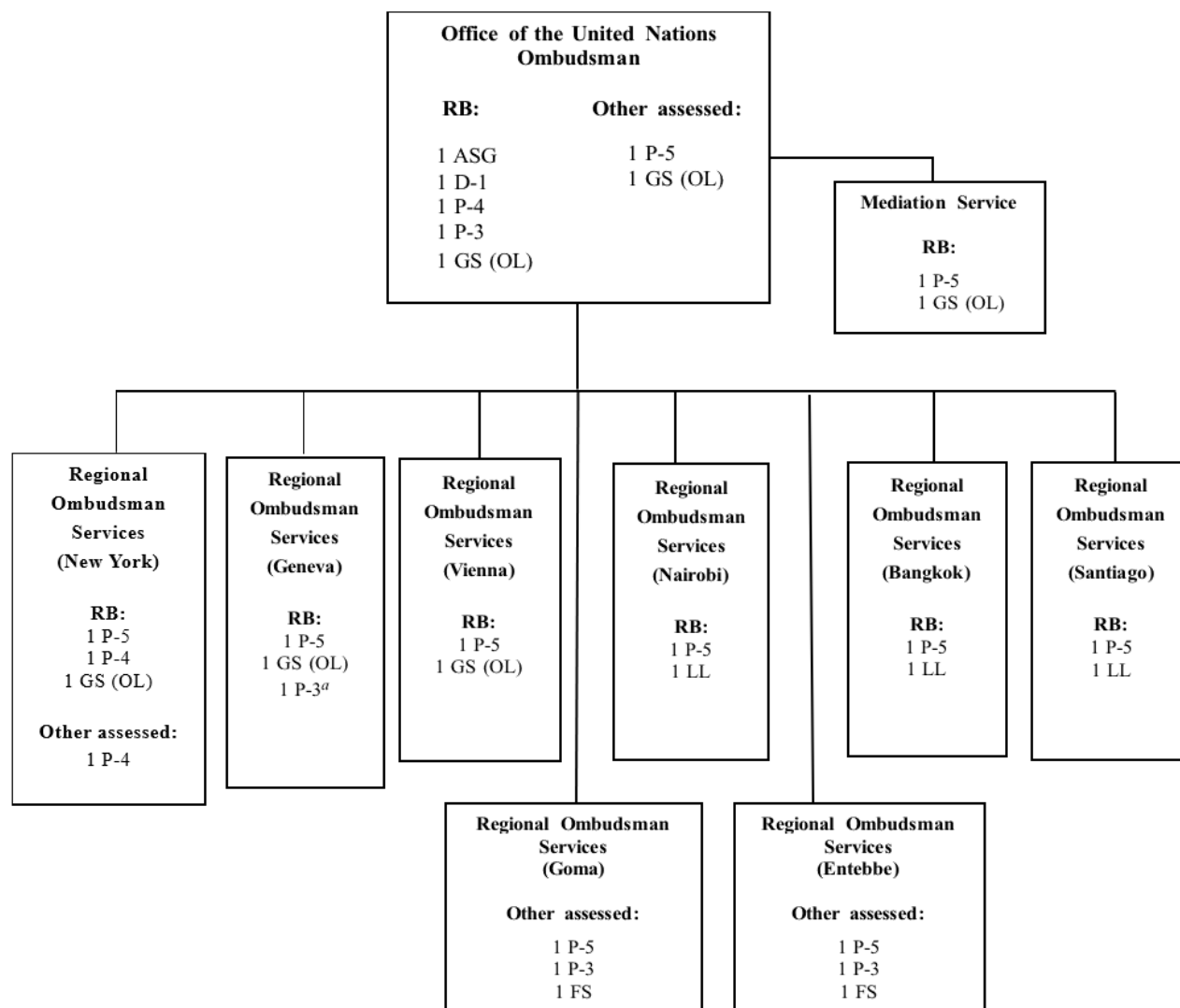


Abbreviations: ASG, Assistant Secretary-General; JPO, Junior Professional Officer; GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Under recruitment.

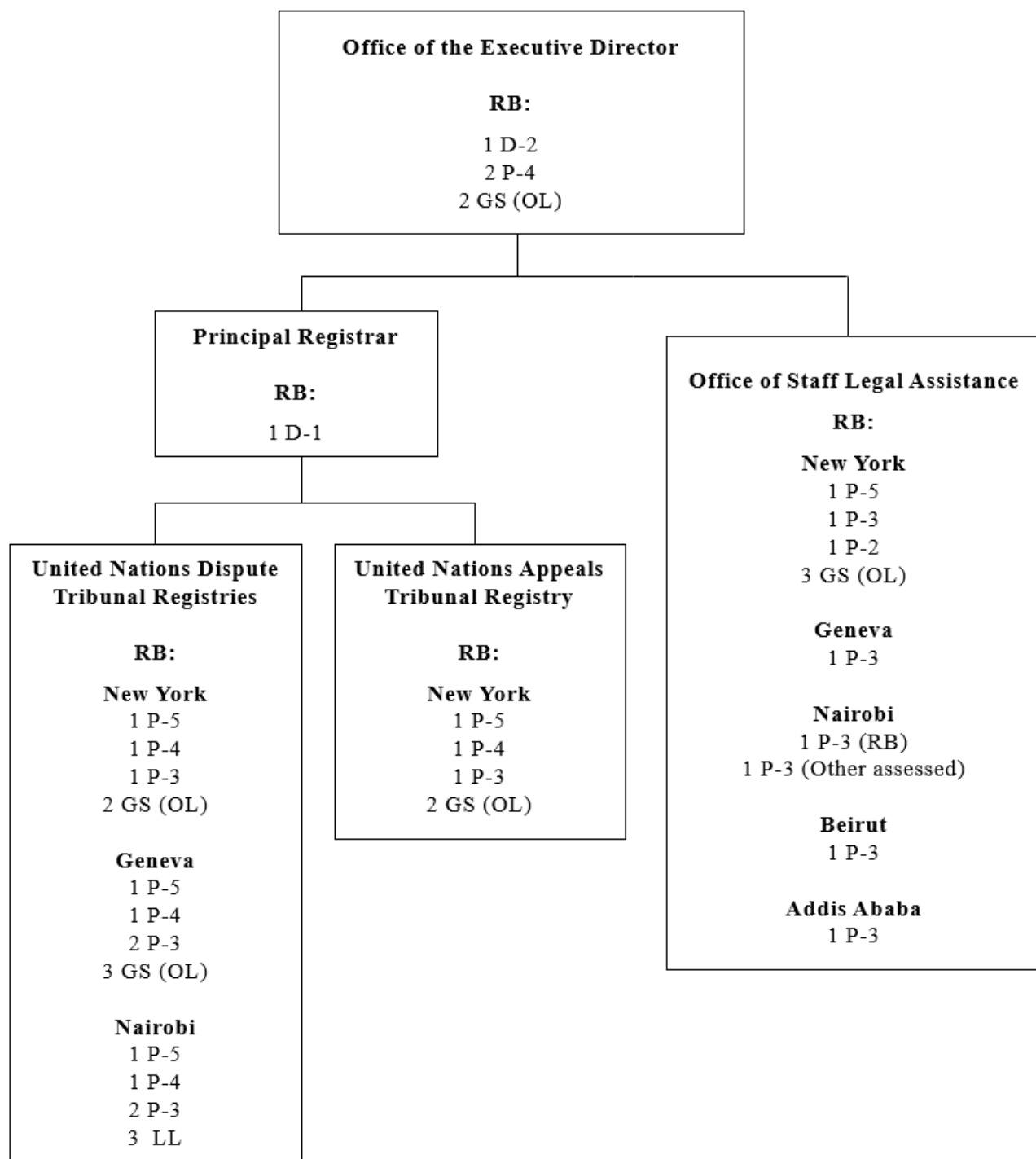
^b Reflected under the following individual peacekeeping missions: the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations Mission in South Sudan, the United Nations Integrated Office in Haiti and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic.

J. Office of the United Nations Ombudsman and Mediation Services



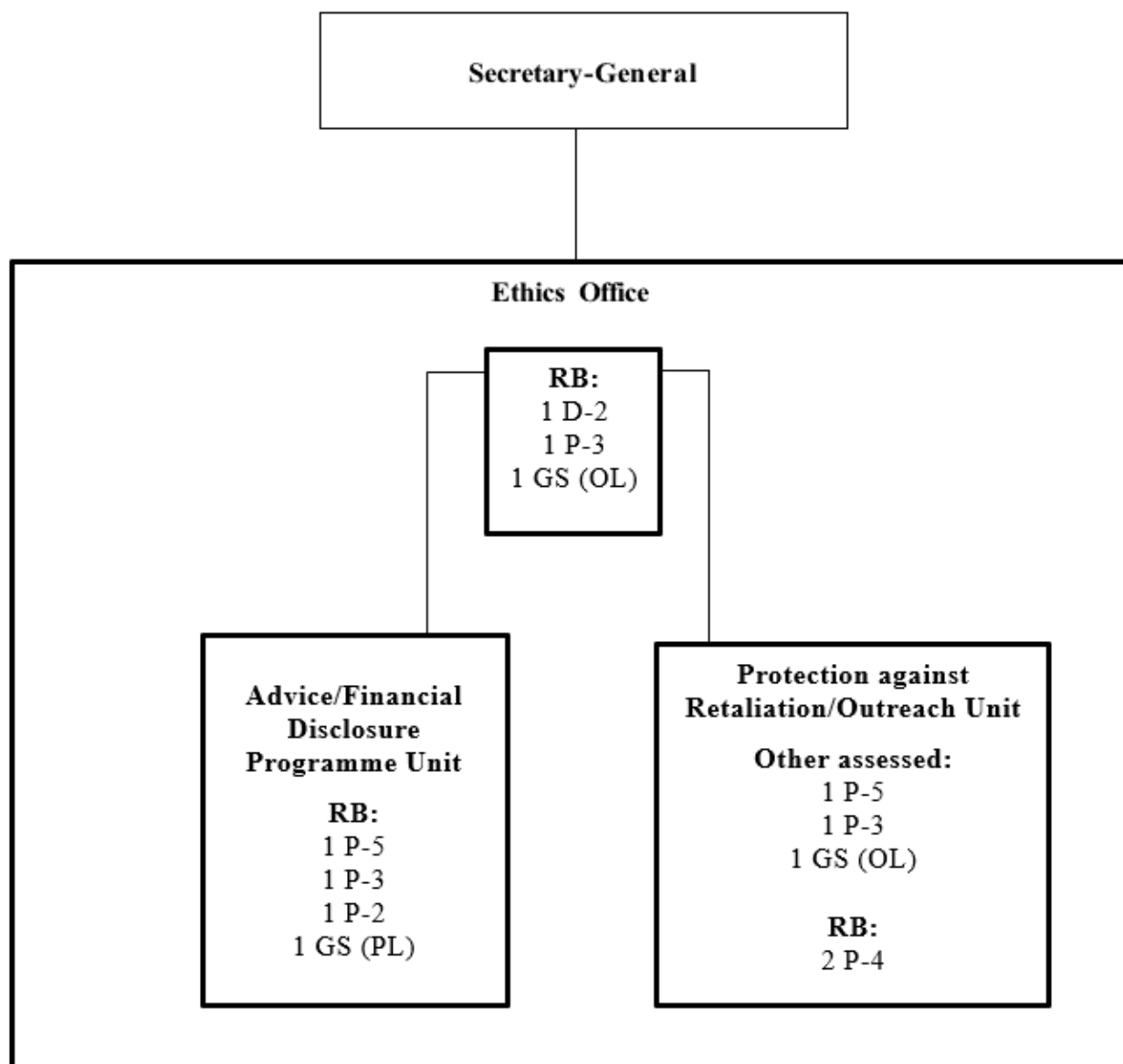
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); LL, Local level; RB, regular budget; XB, extrabudgetary.

^a Establishment in accordance with initiative of the Secretary-General.

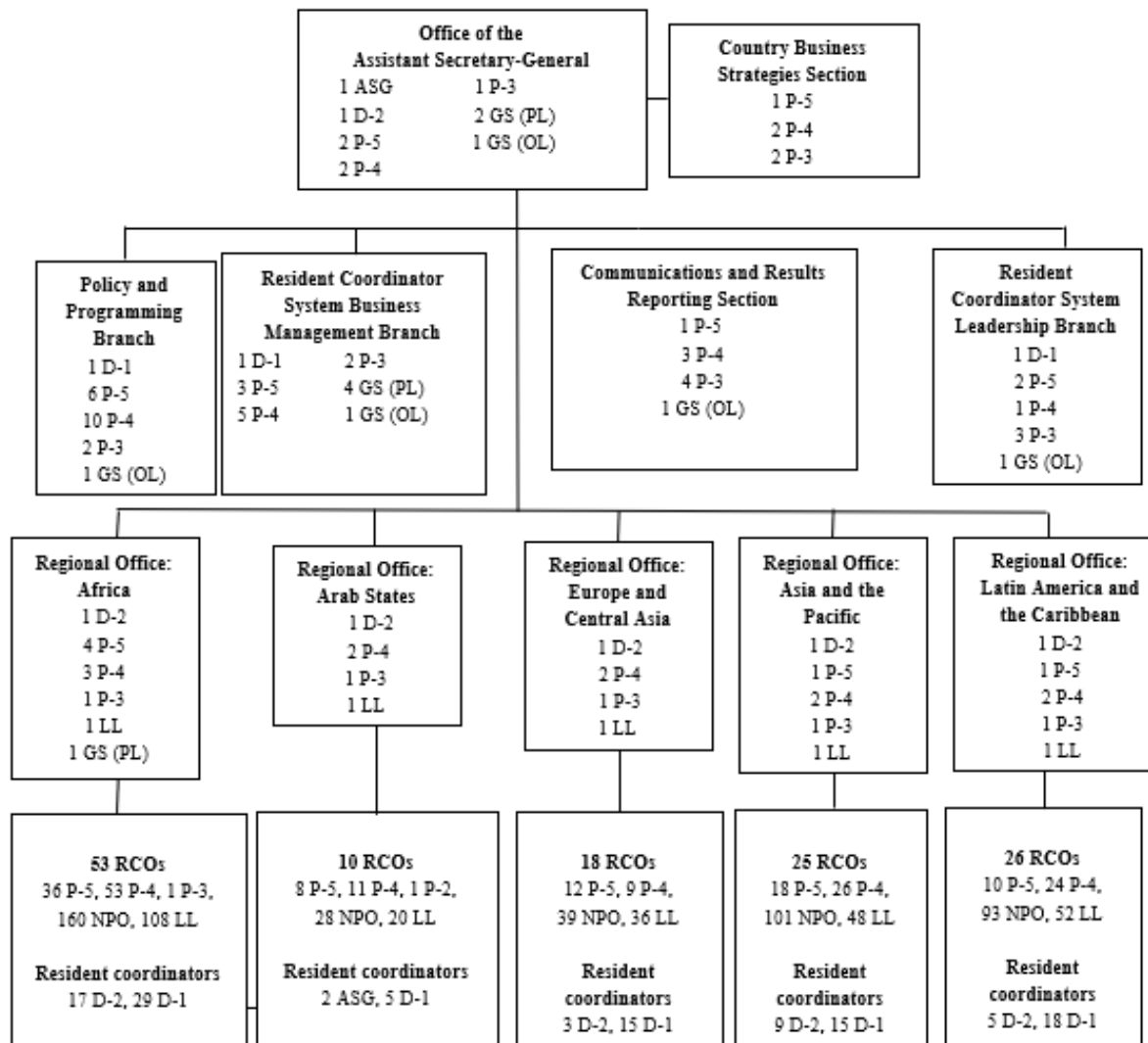
K. Office of Administration of Justice

Abbreviations: GS (OL), General Service (Other level); LL, Local level; RB, regular budget.

L. Ethics Office



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

M. Resident coordinator system^a

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RCO, Resident coordinator office.

^a The chart reflects only posts to be funded through the special purpose trust fund for the resident coordinator system during 2021. All posts at the D-1 level and above are subject to concurrence of the Advisory Committee on Administrative and Budgetary Questions.

Annex II

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

Evaluation of the offices of the Special Representatives of the Secretary-General for Children and Armed Conflict, on Sexual Violence in Conflict and on Violence against Children

Brief description of the recommendation

Action taken to implement the recommendation

Office of Internal Oversight Services (E/AC.51/2019/6)

Enhance their communication strategies to more effectively share their advocacy messages, taking into consideration the following components: establishment of performance benchmarks for engagement through social media and other communication activities against which to measure results; strengthening of synergies with United Nations media channels, including the Department of Public Information and partners in the field with in-house communications capacity; for the Office of the Special Representative on Sexual Violence in Conflict and the Office of the Special Representative on Violence against Children, formulation of more targeted campaign initiatives (para. 56).

The communications strategy of the Office of the Special Representatives of the Secretary-General for Children and Armed Conflict was updated in January 2020 and includes specific elements on the importance of collaborating with other United Nations entities, including the offices of the Special Representatives of the Secretary-General for Sexual Violence in Conflict and on Violence against Children. The launch of the Act to Protect Children Affected by Armed Conflict campaign in New York in April 2019 also created more opportunities for collaboration with other United Nations entities and field offices on issues of common interest. The campaign was launched in Belgium, the Central African Republic, Somalia, Mali, South Sudan and Thailand. The offices of the Special Representatives for Children and Armed Conflict, on Sexual Violence in Conflict and on Violence against Children are regularly in touch to coordinate messaging, especially before field missions to countries of common interest and before issuing statements. On 11 November 2019, the three Offices of the three Special Representatives, along with the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism, issued a joint statement on human rights and humanitarian concerns related to conflict-affected women and children in Iraq and the Syrian Arab Republic. An additional joint statement, between the offices of the Special Representatives for Children and Armed Conflict and on Sexual Violence in Conflict, along with the Special Adviser to the Secretary-General on the Prevention of Genocide and Special Advisor of the Secretary-General on the Responsibility to Protect, on the sentencing of Bosco Ntaganda by the International Criminal Court, was issued on 11 July 2019. In December 2018, the offices of the Special Representatives for Children and Armed Conflict and for Sexual Violence in Conflict issued a joint statement on South Sudan. The social media component of the communications strategy of the Office of the Special Representative for Children and Armed Conflict continues to expand: the

*Brief description of the recommendation**Action taken to implement the recommendation*

Strengthen their respective headquarters task forces, in consultation with their partners, specifically: for the Office of the Special Representative for Children and Armed Conflict, by assessing the feasibility of enlarging the current narrow focus of the Task Force on Children and Armed Conflict on the annual report to include wider coordination considerations; for the Office of the Special Representative on Sexual Violence in Conflict, by identifying and implementing measures to improve United Nations Action so that it better supports coordination of programme activities; for the Office of the Special Representative on Violence against Children, by ensuring the Inter-Agency Working Group on Violence against Children holds frequent and regular meetings with the participation of its members as well as further identifying ways in which the office and the Global Partnership to End Violence against Children can mutually support the shared goal of accelerating progress towards Sustainable Development Goal target 16.2 (para. 57).

Continue to develop options for incorporating lesson learning mechanisms into their work programmes to collect best practices, including on the work of other United Nations entities and results achieved by national Governments. This should take into consideration other related knowledge management platforms such as those housed within the Department of Peacekeeping Operations and other United Nations partners (para. 58).

@childreninwar Twitter account had more than 40,813 followers in February 2020 and its Facebook profile continues to grow, reaching 22,746 followers in February 2020. The offices of the Special Representatives for Children and Armed Conflict, on Sexual Violence in Conflict and on Violence against Children continued to enhance information-sharing practices, in particular regarding the development of internal intranet platforms (offices of the Special Representatives on Sexual Violence in Conflict and on Violence against Children), coordinating messaging, especially before missions to countries of common interest and before issuing statements.

On a regional level, the United Nations Children's Fund (UNICEF) and the Office of the Special Representative for Children and Armed Conflict organized workshops (in Asia in August 2019 and in West/Central Africa in 2020) for United Nations entities working on issues of relevance to children and armed conflict in the relevant regions and/or participating in the task forces on monitoring and reporting in the children and armed conflict country situations, with the goal of enhancing cooperation on information collection and joint advocacy on the ground. In January 2020, the Special Representative for Children and Armed Conflict sent an official letter to the Special Representative on Sexual Violence in Conflict requesting to join United Nations Action against Sexual Violence in Conflict as an active member of the group as opposed to having an observer role. The active participation of the Office of the Special Representative for Children and Armed Conflict in United Nations Action will ensure stronger coordination and enhanced collaboration on issues of common interest.

Throughout 2019, the Office of the Special Representative for Children and Armed Conflict continued to collect and analyse lessons learned and best practices, with a focus on the development of practical guidance for mediators to protect children in situations of armed conflict. The guidance was published and launched on 12 February 2020 during the Belgian presidency at the Security Council. The Global Coalition for Reintegration of Child Soldiers, co-chaired by the Office of the Special Representative for Children and Armed Conflict and UNICEF, continued its work on the development of three papers: on the gaps and needs for reintegration funding and programmes; reframing reintegration from the humanitarian arena to include development, prevention and peacebuilding; and funding and

Section 1 Overall policymaking, direction and coordination

Brief description of the recommendation

Introduce regular risk assessment and strategic planning into their work programmes, to better target where and how they will engage at the country, regional and global levels. This should also include consideration of the roles of the offices of the Special Representatives in relation to their regional and country level United Nations partners, as well as the 2030 Sustainable Development Agenda (para. 59).

Enhance the coordination and cooperation between the three offices, taking into consideration the following components: joint work planning, including assessment of possible efficiency gains achieved through joint mission travel; additional information-sharing in areas of common focus; collaboration around joint media campaigns and other communication activities; for the offices of the Special Representatives for Children and Armed Conflict and on Sexual Violence in Conflict, joint review of opportunities for increased coherence of data collection and reporting using the monitoring and reporting mechanism and the monitoring, analysis and reporting arrangements (para. 60).

Action taken to implement the recommendation

financing mechanisms for child reintegration. The papers were to be launched in March 2020, but that was postponed owing to the coronavirus disease (COVID-19).

On a regional level, UNICEF and the Office of the Special Representative for Children and Armed Conflict organized workshops (in Asia in August 2019 and in West/Central Africa in 2020) for United Nations entities working on issues of relevance to children and armed conflict in the relevant regions, including regional offices of United Nations agencies, funds and programmes, to enhance cooperation on information collection and joint advocacy on the ground.

Desk officers have consulted with relevant colleagues in the offices of the Special Representatives for Children and Armed Conflict and on Sexual Violence in Conflict on missions, background information, debrief of situations and general consultation and exchange of information on country situations regarding the children and armed conflict mandate (Afghanistan, the Central African Republic, Colombia, the Democratic Republic of the Congo, Myanmar, Somalia, South Sudan), and have had regular consultations with the office of the Special Representative on Sexual Violence in Conflict on the annual report on children and armed conflict. The offices of the Special Representatives for Children and Armed Conflict and on Violence against Children are working on a joint workshop with the Andean Community to discuss and advocate children's rights and their protection from violence in the region.

Resident coordinator system

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/74/7)

The Advisory Committee recalls once more that the budget of the resident coordinator system consists mainly of funds from both assessed and voluntary sources contributed by the different member organizations, which are overseen by their respective governing bodies, each of which reviews only the funding related to its specific contribution. The Committee reiterates its view that there would be merit in a unified mechanism for intergovernmental oversight of the global budget of the resident coordinator system, including the cost-sharing arrangement, bearing in mind the provisions of General Assembly resolution 72/279 (see also A/70/7/Add.48, para. 22, and A/73/579, para. 14) (para. I.23).

The Advisory Committee trusts that the recruitment for all posts in the resident coordinator system will be carried out in accordance with the United Nations rules, regulations and processes governing the recruitment of staff, with due consideration for geography and gender (para. I.27).

The General Assembly, in paragraph 17 of its resolution 72/279, requested the Chair of the United Nations Sustainable Development Group to report to the Economic and Social Council at its operational activities for development segment, thus providing for intergovernmental oversight of the resident coordinator system. To inform this oversight role, the Council receives annually, from the Chair of the Sustainable Development Group, a comprehensive report, including on the operational, administrative and financing aspects of the activities related to the resident coordinator system.

In this connection, the second report of the Chair of the United Nations Sustainable Development Group to the Economic and Social Council, which will inform the upcoming operational activities for development segment, includes the 2019 financial results of the resident coordinator system, along with information on resident coordinator system funding for 2021, estimated posts and non-post expenditure and estimated levels and number of posts, along with the 2019 budget implementation results of the resident coordinator system. Any proposed changes to the cost-sharing arrangement will also be reported by the Chair to the Council in due course.

The Development Coordination Office has ended the transitional recruitment process for staff of the resident coordinator system and now advertises all vacant posts at the D-1 and D-2 levels and below in Inspira as position-specific job openings. Only candidates who are members of the resident coordinator pool of candidates and who are nominated by their parent entity are deemed eligible. This approach is a stop-gap measure while the Office develops a new administrative instruction on the selection of resident coordinators.

Resident coordinator posts in peace operations at the Assistant Secretary-General level fall outside the scope of ST/AI/2010/3 and are thus subject to a different recruitment process.

Brief description of the recommendation

The Advisory Committee notes the inconsistent information provided on the number of double- or triple-hatted Resident Coordinator posts. The Committee recalls its observations and recommendations regarding the funding arrangements for the double- or triple-hatted deputy special representatives of the Secretary-General and the related support capacity (A/73/498, para. 27) (para. I.30).

In reference to paragraph I.28 above, the concurrence that had been sought by the Controller in the letter dated 30 August 2018 with regard to the establishment of the 129 Resident Coordinator posts to be funded from extrabudgetary resources was submitted pursuant to General Assembly resolution 35/217. The concurrence of the Advisory Committee for the establishment of 117 Resident Coordinator posts effective 1 January 2019 in the proposed locations (excluding the 12 posts (10 Assistant Secretary-General and 2 D-2) that are part of the staffing tables of peacekeeping operations or special political missions) and 10 posts for the Development Coordination Office effective from 1 November 2018 to 31 December 2019 was provided in its letter of 17 October 2018. In the same letter, the Committee expressed its expectation that the Secretariat would conduct a review of the number and levels of those posts prior to submitting the request for the continuation of the posts to the Committee and that any future request relating to the posts would include the results of the review of the posts and a detailed justification for each post (para. I.31).

The Advisory Committee trusts that, prior to the submission of the general review of the resident coordinator system before the end of the seventy-fifth session of the General Assembly, as requested by the Assembly in paragraph 16 of its resolution 72/279, the Secretariat and the Development Coordination Office of the resident coordinator system will carry out a thorough analysis of the continuing levels of substantive, policy, administrative and other support

Action taken to implement the recommendation

In 2020, there are 12 resident coordinator double-/triple-hatted posts in special political missions and peacekeeping missions, 10 of which are at the Assistant Secretary-General level and 2 at the D-2 level.^a These posts are established in the staffing table of the relevant missions and 50 per cent of the post costs are charged to the special purpose trust fund of the resident coordinator system. In addition, there are two double-hatted resident coordinator posts in non-mission settings, namely, the Syrian Arab Republic and Yemen, which are at the Assistant Secretary-General level owing to the complex humanitarian situation in both countries. The Office for the Coordination of Humanitarian Affairs provides top-up funding for these two posts, covering the difference in costs between the D-2 and Assistant Secretary-General posts. The funding arrangements for these double-/triple-hatted posts have now been operationalized.

The Development Coordination Office has recently launched a six-step plan to review the posts in the resident coordinator system at the levels of D-1 and above. The review will include an analysis of work processes and workloads, an assessment of the knowledge, skills and abilities required to achieve strategic objectives and the identification of functional interrelationships. Clear criteria for what constitute a D-1 and a D-2 post of resident coordinator will be defined, with the understanding that the determination of the Assistant Secretary-General level for resident coordinators is linked to double- or triple-hatted duties. Criteria will be developed for establishing the level of resident coordinator posts, as well as triggers for reviewing the levels of resident coordinator assignments and corresponding reclassification if the duties and responsibilities of the post have changed substantially. The exercise is targeted for completion in August 2020 and the result of the review will be presented to the Advisory Committee on Administrative and Budgetary Questions, along with the request for concurrence for the senior posts of the resident coordinator system for 2021.

The Development Coordination Office established a service level agreement with the United Nations Development Programme (UNDP) in 2019 to allow the resident coordinator system to have access to operational support services in an uninterrupted manner during the first-year, post-delinking. The service level agreement, which provides a range of services on human resources, general administrative services, financial services, procurement services,

Brief description of the recommendation

services required from UNDP and the Department of Economic and Social Affairs, as well as the services to be provided under the global service delivery model and by other entities. The Committee trusts that an analysis of the levels and functions required of backstopping offices will also be included in the review and that an update on this matter will be provided in the next report of the Secretary-General on the resident coordinator system (para. I.37).

Action taken to implement the recommendation

information, communications and technology services and legal services, has been updated for 2020. The Office is reviewing this arrangement with the aim of reducing the reliance on UNDP and making the transition to support arrangements with the Department of Operational Support and other Secretariat entities. The results of the review of the support and backstopping arrangements will be included in the comprehensive review, to be presented before the end of the seventy-fifth session of the General Assembly, as requested by the Assembly in paragraph 16 of its resolution [72/279](#).

General Assembly resolution on special subjects relating to the programme budget for the biennium 2018–2019 (resolution [73/279](#))

Looks forward to the new cost-sharing formula for 2021 onwards to be presented to the Advisory Committee, the Fifth Committee and the respective governing bodies of the member entities of the United Nations Sustainable Development Group in 2020, reflecting the direct involvement of each agency, based on the proportion of services used (sect. XV, para. 16).

The Development Coordination Office recently launched an implementation plan to review the United Nations Sustainable Development Group cost-sharing formula as a first step towards the broader review of the resident coordinator system. The review will be conducted from May to September 2020, with the support of external consultants, and will include consultations with Sustainable Development Group members and an alignment of their views around a set of drivers for the updated formula, and will allow for informal consultations with other stakeholders before the updated cost-sharing formula is finalized. The updated formula will be included in the results of the comprehensive review, to be presented before the end of the seventy-fifth session of the General Assembly, as requested by the Assembly in paragraph 16 of its resolution [72/279](#).

^a The 10 resident coordinator posts at the level of Assistant Secretary-General are located at MINUSCA, MINUSMA, MONUSCO, UNAMA, UNAMI, UNMISS, UNSCO, UNSCOL, UNSMIL and UNSOM, and the 2 resident coordinator posts at the D-2 level are located at MINUJUSTH and UNIOGBIS.

Annex III

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

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	1	P-3	Establishment of 1 post of Administrative Management Officer	Resource changes result from the expanded membership of the Advisory Committee on Administrative and Budgetary Questions (see General resolution 74/267)
	1	GS (OL)	Establishment of 1 post of Administrative Assistant	
Office of the United Nations Ombudsman and Mediation Services	(1)	D-1	Abolishment of 1 post of Chief of Mediation Office in New York	The proposed abolishment of the Chief of Mediation Office (D-1) post in New York will create more efficiencies in the delivery of mediation services through moving existing resources to United Nations Dispute Tribunal and United Nations Appeals Tribunal locations where many of the mediation cases occur
	1	P-3	Establishment of a 1 post of Conflict Resolution Officer in Geneva	The proposed establishment of the Conflict Resolution Officer (P-3) post in Geneva will mainstream the mediation function into its regional operations within existing resources, further strengthening the regional presence and increasing access to mediation services at the regional level

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

Annex IV

Overall summary of financial resources

Table

Overview of financial and post resources by component and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Other assessed			Extrabudgetary			Total		
	2020 appropriation	2021 estimate (before recosting)	Variance	2020 estimate	2021 estimate	Variance	2020 estimate	2021 estimate	Variance	2020 estimate	2021 estimate	Variance
Financial resources												
I. Policymaking organs												
1. General Assembly	—	—	—	—	—	—	—	—	—	—	—	—
(a) Travel of representatives of Member States that are least developed countries	1 245.7	1 245.7	—	—	—	—	—	—	—	1 245.7	1 245.7	—
(b) Presidents of the General Assembly	307.8	307.8	—	—	—	—	1 750.0	1 750.0	—	2 057.8	2 057.8	—
(c) Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly	1 145.4	1 145.4	—	—	—	—	—	—	—	1 145.4	1 145.4	—
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	4 700.0	6 077.5	1 377.5	409.6	659.9	250.3	—	—	—	5 109.6	6 737.4	1 627.8
3. Committee on Contributions	318.6	318.6	—	—	—	—	—	—	—	318.6	318.6	—
4. Board of Auditors (including its secretariat)	3 748.2	3 748.2	—	4 414.8	4 257.1	(157.7)	6 300.7	6 300.7	—	14 463.7	14 306.0	(157.7)
5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	5 025.1	5 025.1	—	—	—	—	2 918.3	2 918.3	—	7 943.4	7 943.4	—

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>
6. Committee for Programme and Coordination	408.5	408.5	–	–	–	–	–	–	–	408.5	408.5	–
7. Independent Audit Advisory Committee	514.1	514.1	–	–	–	–	–	–	–	514.1	514.1	–
Subtotal, policymaking organs	17 413.4	18 790.9	1 377.5	4 824.4	4 917.0	92.6	10 969.0	10 969.0	–	33 206.8	34 676.9	1 470.1
II. Secretary-General	1 198.3	1 198.3	–	–	–	–	–	–	–	1 198.3	1 198.3	–
III. Executive direction and management												
1. Executive Office of the Secretary-General	16 588.2	16 588.2	–	960.1	1 211.7	251.6	26 494.5	27 607.6	1 113.1	44 042.8	45 407.5	1 364.7
2. Office of the Director-General, United Nations Office at Geneva	3 172.4	3 172.4	–	–	–	–	414.0	414.0	–	3 586.4	3 586.4	–
3. Office of the Director-General, United Nations Office at Vienna	1 307.9	1 307.9	–	–	–	–	–	–	–	1 307.9	1 307.9	–
4. Office of the Director-General, United Nations Office at Nairobi	956.6	956.6	–	–	–	–	337.9	346.9	9.0	1 294.5	1 303.5	9.0
Subtotal, executive direction and management	23 223.4	23 223.4	–	960.1	1 211.7	251.6	27 246.4	28 368.5	1 122.1	51 429.9	52 803.6	1 373.7
IV. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	2 294.8	2 294.8	–	–	–	–	1 561.9	1 561.9	–	3 856.7	3 856.7	–
V. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	1 793.0	1 793.0	–	–	–	–	3 461.1	3 461.1	–	5 254.1	5 254.1	–
VI. Office of the Special Representative of the Secretary-General on Violence against Children	2 359.5	2 359.5	–	–	–	–	582.0	582.0	–	2 941.5	2 941.5	–

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>
VII. Office of the Victims' Rights Advocate	856.5	856.5	–	–	–	–	139.7	256.7	117.0	996.2	1113.2	117.0
VIII. Office of the United Nations Ombudsman and Mediation Services	3 843.7	3 769.2	(74.5)	2 112.0	2 147.8	35.8	75.0	75.0	–	6 030.7	5 992.0	(38.7)
IX. Office of Administration of Justice	9 495.1	9 603.7	108.6	167.5	228.0	60.5	1 577.9	1 661.9	84.0	11 240.5	11 493.6	253.1
X. Ethics Office	2 087.8	2 087.8	–	1 035.0	1 132.5	97.5	1 035.0	1 035.0	–	4 157.8	4 255.3	97.5
XI. Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	148.6	97.6	(51.0)	–	–	–	–	–	–	148.6	97.6	(51.0)
XII. Resident coordinator system ^a	13 571.8	13 571.8	–	–	–	–	281 306.5	281 826.4	519.9	294 878.3	295 398.2	519.9
Subtotal, programme of work	36 450.8	36 433.9	(16.9)	3 314.5	3 508.3	193.8	289 739.1	290 460.0	720.9	329 504.4	330 402.2	897.8
Total	77 087.6	78 448.2	1 360.6	9 099.0	9 637.0	538.0	327 954.5	329 797.5	1 843.0	414 141.1	417 882.7	3 741.6
Post resources												
I. Policymaking organs												
1. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	10	12	2	2	3	1	–	–	–	12	15	3
2. Board of Auditors (including its secretariat)	6	6	–	–	–	–	1	1	–	7	7	–
3. Independent Audit Advisory Committee	2	2	–	–	–	–	–	–	–	2	2	–
Subtotal, policymaking organs	18	20	2	2	3	1	1	1	–	21	24	3

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>
II. Executive direction and management												
1. Executive Office of the Secretary-General	92	92	–	5	5	–	17	17	–	114	114	–
2. Office of the Director-General, United Nations Office at Geneva	17	17	–	–	–	–	3	3	–	20	20	–
3. Office of the Director-General, United Nations Office at Vienna	9	9	–	–	–	–	–	–	–	9	9	–
4. Office of the Director-General, United Nations Office at Nairobi	7	7	–	–	–	–	2	2	–	9	9	–
Subtotal, executive direction and management	125	125	–	5	5	–	22	22	–	152	152	–
III. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	11	11	–	–	–	–	3	3	–	14	14	–
IV. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	8	8	–	–	–	–	12	12	–	20	20	–
V. Office of the Special Representative of the Secretary-General on Violence against Children	10	10	–	–	–	–	1	1	–	11	11	–
VI. Office of the Victims' Rights Advocate	4	4	–	–	–	–	3	3	–	7	7	–
VII. Office of the United Nations Ombudsman and Mediation Services	21	21	–	9	9	–	–	–	–	30	30	–
VIII. Office of Administration of Justice	40	40	–	1	1	–	–	–	–	41	41	–

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>
IX. Ethics Office	9	9	–	3	3	–	–	–	–	12	12	–
X. Resident coordinator system	–	–	–	–	–	–	1 141	1 113	(28)	1 141	1 113	(28)
Subtotal, programme of work	103	103	–	13	13	–	1 160	1 132	(28)	1 276	1 248	(28)
Total	246	248	2	20	21	1	1 183	1 155	(28)	1 449	1 424	(25)

^a The share of the cost-sharing arrangement for entities of the Secretariat will amount to \$13,571,800 in the form of a grant to the special purpose trust fund.