General Assembly

Distr.: General
13 April 2020

Original: English

Seventy-fifth session
Items 141 and 142 of the preliminary list*

Proposed programme budget for 2021

Programme planning

Proposed programme budget for 2021

Part VIII
Common support services

Section 29A
Department of Management Strategy, Policy and Compliance

Programme 25
Management and support services

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  * A/75/50.
 ** In keeping with paragraph 11 of resolution 72/266 A, the part consisting of the programme plan and performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.
*** In keeping with paragraph 11 of resolution 72/266 A, the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.

Please recycle

Foreword

The Department of Management Strategy, Policy and Compliance was created to help realize the Secretary-General's vision of a more agile, effective, transparent, accountable, decentralized and people-focused United Nations.

The Department's vision is, in turn, to transform the United Nations through innovative global management strategies, policies and systems. As we put this into action, our mantra has become "we make it easier for you". This phrase reflects the essence of our work to shape a nimbler, more innovative, integrated and inclusive Secretariat.

Over the past year, we have worked to consolidate and make operational the reforms that were established in 2019, taking stock, capturing the benefits and adjusting where necessary. We have streamlined budget processes to better reflect the new management structures, while focusing on improving the financial health of the Organization, and developed a statement on internal control for the United Nations that will provide assurances to Member States on the way the Organization is managed. We have developed a strategy to enhance the geographical and regional diversity of our workforce, a new staff mobility scheme, strengthened talent management, and enhanced the prevention and management of all forms of misconduct.

The decentralized management framework, with greater delegation of authority to entity heads, provides more flexibility for decision-making. From the outset of my tenure, I have been encouraged by the positive feedback from entity heads, who report increased agility in responding to operational requirements. We monitor this exercise systematically against key performance indicators and regular data analysis and reporting. This enhanced accountability framework is not to enforce compliance or "police" the field, but rather to effect empowered management.

In 2021, the Department will drive results through transparent, people-focused global management strategies, policies and compliance systems that enable the Organization to deliver on its mandates. We will promote innovation in business models throughout the Secretariat, to support clients and partners. We will foster a culture of continuous learning and accountability. And we will continue to create a collaborative environment through integrated, innovative solutions for business transformation throughout the United Nations system. This includes our role in both leading and supporting system-wide initiatives on critical issues such as sexual harassment, gender parity, geographical and regional diversity, accessibility and environmental sustainability in the workplace.

To me, the Department of Management Strategy, Policy and Compliance is the very embodiment of the Secretary-General's vision for the new management paradigm. In 2021, we will continue to make the Department a place where innovation drives excellence, providing solutions to enable the Organization to deliver on its mandates with growing effectiveness in the service of our beneficiaries.

(*Signed*) Catherine **Pollard**
Under-Secretary-General
Management Strategy, Policy and Compliance

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

Overall orientation

Mandates and background

29A.1   Driving the management paradigm shift, including supporting the new peace and security architecture and the development system reforms, the Department of Management Strategy, Policy and Compliance is responsible for policy leadership in all management areas through the provision of a clear, integrated global management strategy and policy framework and through strengthened monitoring, evaluation and accountability mechanisms that oversee the exercise of delegated authority in an environment of decentralized management. It will contribute to enabling a culture of continuous learning and accountability and promote innovation, inclusion and environmental sustainability in business models throughout the Secretariat, with a focus on the field. The Department of Management Strategy, Policy and Compliance is also responsible, jointly with the Department of Operational Support, for managing the activities of the Office of Information and Communications Technology. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions 72/266 A, 72/266 B, 72/254 and 73/281. The Department of Management Strategy, Policy and Compliance plays an integral role in realizing the Secretary-General's new management paradigm, with an emphasis on transparency, accountability and decision-making that is closer to points of delivery.

Strategy and external factors for 2021

29A.2   The strategy for 2021 includes continuing to advance the new management paradigm through an integrated approach, with three interlinked pillars: programme planning, finance and budget; human resources; and business transformation and accountability. The Department will:

(a) Promote results through field- and people-focused global management strategies, policies and compliance systems that enable the Organization to deliver on its mandates;

(b) Leverage and build capacity for data-driven business intelligence and evidence-based management to better inform decision-making; enable effective and timely monitoring, robust compliance and accountability measures; and foster continuous improvement;

(c) Promote transformation and drive innovation in business models throughout the Secretariat;

(d) Invest in the Organization's human resources and foster a culture of continuous learning and accountability; and

(e) Create a collaborative and inclusive environment through integrated solutions and strategic partnerships throughout the United Nations system.

29A.3   The Department will continue to provide leadership in the development and delivery of integrated organizational management strategies, policies and models supporting a decentralized, field-focused paradigm in which managers are empowered through the enhanced delegation of authority framework. It will liaise with Member States and other external entities on management-related issues and foster coordination within the Secretariat, as well as with the funds, programmes and agencies of the United Nations system, to build partnerships and promote best practices.

29A.4   Having laid the foundation for greater decentralization, the main challenge will continue to be to accelerate the culture shift required to fully implement the new management paradigm of increased delegation of authority, transparency and accountability and a culture of continuous learning.

29A.5　　With regard to the external factors, the overall plan for 2021 is based on the planning assumption that all stakeholders will extend their full cooperation and support to the Department in implementing its mandates.

29A.6　　The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, for subprogramme 3, deliverables include support for the development of a diverse and gender-balanced workforce, using targeted outreach initiatives to attract staff with the required profiles, and the sharing of best practices and lessons learned on conduct issues relating to gender with other international organizations. Integrating a gender perspective, it will provide advice to senior managers on conduct and discipline matters and administrative appeals and on critical incidents. With regard to substantive digital materials, the gender perspective is also incorporated, in particular with regard to victim assistance. For subprogramme 4, the integrated business transformation approach will ensure that gender-related aspects are considered and more easily analysed and monitored. The Department will play a leadership role in driving the Secretary-General's system-wide strategy on the future of work and continues to support efforts to achieve gender parity and address sexual harassment in the workplace.

29A.7　　The Department will also support Secretariat-wide efforts on disability inclusion, including the implementation of the United Nations Disabilities Inclusion Strategy. Furthermore, the Department will work towards the equitable geographical representation of Member States in the Secretariat and the establishment of benchmarks for augmenting regional diversity and prioritize the integration of environmental sustainability and resilience management into the strategies, policies and compliance and reporting frameworks of the Organization. Through its policy leadership in these interconnected fields, the Department will foster a change in culture at all levels of the Secretariat.

29A.8　　With regard to cooperation with other entities, the Department will continue to support and work closely with all entities of the Secretariat and build partnerships, internally within the Secretariat and externally with the United Nations system, to find inclusive responses to challenges and develop innovative business models that cater to the evolving and specific requirements of each entity, with an emphasis on the field.

29A.9　　With regard to inter-agency coordination and liaison, the Department will represent the Secretary-General in inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination and its networks.

Legislative mandates

29A.10　　The list below provides all mandates entrusted to the programme.

General Assembly resolutions

58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures	72/266 and 72/266 B	Shifting the management paradigm in the United Nations
60/1	2005 World Summit Outcome	73/281	Shifting the management paradigm in the United Nations: comparative assessment of human resources structures

Deliverables

29A.11　　Table 29A.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 29A.1
Cross-cutting 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)	**8**	**8**	**8**	**8**
1. Meetings of the Fifth Committee of the General Assembly	3	3	3	3
2. Meeting of the Special Committee on Peacekeeping Operations	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	3	3	3	3
4. Meeting of the Committee for Programme and Coordination	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: Consultation and engagement with Member States on matters relating to the work of the Department.				
D. Communication deliverables				
Outreach programmes, special events and information materials: Information and engagement events; articles and videos; newsletters.				
Digital platforms and multimedia content: Maintenance and update of a total of four websites, intranet and social media accounts of the Department of Management Strategy, Policy and Compliance.				
E. Enabling deliverables				
Administration: Six meetings of the Management Client Board, and two meetings of the Arts Committee.				

Evaluation activities

29A.12   The following self-evaluation is planned for 2021 as an important part of providing guidance and lessons learned to recalibrate the work of the Department:

(a)   Self-evaluation of the effectiveness of the accountability system

Programme of work

Subprogramme 1
Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice

Component 1
Enterprise resource planning solution

Objective

29A.13   The objective, to which this component contributes, is to improve the management of the Organization's resources for its work in line with mandates.

Strategy

29A.14   To contribute to improving the management of the Organization's resources for its work in line with mandates, the component will support business transformation in the areas of programme planning, programme management, monitoring of programme delivery, and data and business analytics by harmonizing processes and practices and using modern technology.

29A.15   Umoja Extension 2 will continue to offer new capabilities across a broad range of processes. The refinements in Umoja strategic planning, budgeting and performance management will continue to strengthen the link between the Organization's programme delivery and the utilization of resources, while the deployment of the implementing partner management solution will streamline and strengthen programme delivery. Deployment of the supply chain management solution will enhance operational effectiveness through more reliable demand planning, supply planning and transportation management. The solution, including meeting participant management, will streamline some of the core activities of the Organization. The work is expected to result in a more efficient and transparent management of the Organization's financial, human and physical resources.

29A.16   Past results in this area include positive feedback from the Advisory Committee for Administrative and Budgetary Questions with regard to the infrastructure upgrades and support for the Secretary-General's reforms, eliminating the need for a systems integrator vendor for building all the solutions for the Umoja Extension 2 subprojects, and the consequent reduction in the cost of contractors and improvements in the budget estimates.

Programme performance in 2019 against planned result

29A.17   A planned result for 2019, which is that all business processes for the management of resources and programme performance are efficient and effective, have built-in internal controls and are in full compliance with regulations, rules, policies and procedures, as referred to in the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), was achieved, as evidenced by the increased percentage of business processes built, tested and stabilized in human resources, finance, and supply chain and central support services. A completion rate for the project of 94 per cent was achieved, compared with the target of 100 per cent. Factors contributing to the shortfall included the delay in signing the first ever cloud-based software contract with the vendor, upgrades required to the platform and the lack of a suitable, dedicated business lead and extended business team for one of the sub-projects.

29A.18   In 2020, 19 of 133 Umoja Extension 2 processes are scheduled for completion. The Umoja Extension 2 processes not only account for 41 per cent of the total of 321 processes, but also cover substantially more complex functions in interdependent work streams, involving several new technologies, non-standard solutions and new categories of users, adding to change management challenges.

Programme performance in 2019: enabling the new management paradigm

29A.19   The Umoja solution has 43,639 users in 422 locations. The Umoja team focused primarily on delivering the Umoja Extension 2 solutions and supporting the management, peace and security, and development reforms, major hardware and software upgrades, including a new mobile platform, and continuous improvements that have no dependency on Umoja Extension 2 solutions.

29A.20   The strategic planning, budgeting and performance management solution supported the Secretary-General's management reform vision of empowering managers and staff, increasing transparency and accountability for results and improving on the delivery of mandates by adding programme planning, performance management and reporting capabilities to Umoja, accompanied by change management for greater result orientation.

29A.21   The implementing partner management solution improves collaboration with implementing partners by providing them with a portal and tools to apply to become eligible partners, request scheduled payments, record the progress of implementation and submit other performance details. The solution has been integrated with the existing Umoja solution and deployed to all entities throughout the Secretariat, including peacekeeping and special political missions, that use implementing partners.

29A.22   Umoja Extension 2 supply chain management has significantly extended the boundaries of existing supply chain modules and processes, such as source-to-acquire (procurement), logistics execution and property management (warehouse and inventory management). It has introduced new processes for transport planning and management, enabling better and more accurate planning of transportation routes for goods, and efficient real-time tracking of shipments through direct interaction with freight forwarders on a dedicated platform. The Umoja Extension 2 transportation management solution supports the planning and execution of transportation of contingent-owned equipment, uniformed personnel and goods procured commercially. It provides global visibility to the Organization's transportation network and operations and an early warning system for delays. Release 2, released in December 2019, expanded functionality to cover inter- and intra-mission transport operations, usage of transportation by United Nations personnel and transportation capabilities for troop movements involving aircraft chartered for the long term.

29A.23   The uniformed capabilities management solution tied together the end-to-end planning and associated processes of uniformed capabilities management, such as the definition of unit requirements, memorandums of understanding with troop- and police-contributing countries, field inspections and verifications of contingent-owned equipment, troop strength reporting, and the calculation of claims and reimbursements to troop- and police-contributing countries.

Progress towards the attainment of the objective, and performance measure

29A.24   This work contributed to improving the management of the Organization's resources for its work in line with mandates, as demonstrated by the strategic planning, budgeting and performance management solution, which facilitated the preparation of the programme budget and the peacekeeping budgets and the inter-governmental review processes by providing a standard tool to link relevant information and enable real-time analysis.

29A.25   As a first implementation of its kind among SAP customers, the implementing partner management solution has been integrated with the existing Umoja solution and deployed to all entities throughout the Secretariat. By the end of 2019, $466 million in agreements had been created for 914 implementing partners, with $258 million in related payments.

Table 29A.2
Performance measure

2015	*2016*	*2017*	*2018*	*2019*
Deploying Umoja Foundation and Extension 1 to Headquarters, United Nations Offices at Geneva and Vienna, Office for the Coordination of Humanitarian Affairs (globally), United Nations entities in Nairobi (United Nations Office at Nairobi, UNEP,	Completing the deployment of Umoja Extension 1 in peacekeeping and special political missions	Stabilizing the functions covered by the processes within the scope of Umoja Foundation and Extension 1, and designing and developing the building blocks for the Umoja Extension 2 functionalities	Stabilizing the functions covered by the processes within the scope of Umoja Foundation and Extension 1, and designing and developing the building blocks for the Umoja Extension 2 functionalities	Deploying and stabilizing the Umoja Extension 2 functionalities and adapting Umoja, as a reform enabler, to the evolving needs of the reform pillars

2015	2016	2017	2018	2019
UN-Habitat), ESCAP, UNAKRT, ECA, ESCWA, ECLAC, ECE, International Tribunals				

Abbreviations: ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; UNAKRT, United Nations Assistance to the Khmer Rouge Trials; UNEP, United Nations Environment Programme; UN-Habitat, United Nations Human Settlements Programme.

Planned results for 2021

Result 1: Supporting managers in leveraging the new capabilities offered by Umoja Extension 2 (result carried over from 2020)

29A.26   The component will continue the work relating to change management and user adoption of Umoja capabilities, in line with its mandate, and will enable the systematic use of Umoja throughout the Organization, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 29A.3
Performance measure

2017	2018	2019	2020	2021
N/A	Stabilizing the functions covered by the processes within the scope of Umoja Foundation and Extension 1, and designing and developing the building blocks for the Umoja Extension 2 functionalities	Deploying and stabilizing the Umoja Extension 2 functionalities and adapting Umoja, as a reform enabler, to the evolving needs of the reform pillars	Increasing real-time and more interactive visualization of the results of the Organization's work, which are publicly accessible as part of the accountability and transparency underpinning the Secretary-General's reform initiatives	Continuous improvements, enhancements and data analytics enabling process improvements and better-informed decisions on resources

Abbreviation: N/A, not applicable.

Result 2: business transformation and process improvements (new result)

29A.27   With Extension 2, the Umoja change management strategy has shifted from focusing on business process changes and intense transactional training to enabling the strategic management of programme delivery and more informed data-driven decision-making. Umoja Extension 2 enables planning, execution, monitoring and reporting capabilities that have an impact on a wide range of internal and external stakeholders. It also leverages multiple technologies for broader functionality, requiring stronger business engagement and user experience management.

Internal challenge and response

29A.28   The challenge for the component was to ensure appropriate business readiness and change management, to support multiple, concurrent deployments impacting a diverse user base, using lessons learned from past deployments.

29A.29   In response, the component will leverage the institutional capabilities enabled by management reform through the business transformation and programme management capacities of the Business Transformation and Accountability Division in the Department of Management Strategy, Policy and Compliance and the global process improvement advisory group in the Department of Operational Support. These will strengthen business transformation and enable business units to drive a culture of continuous improvement and innovation, leveraging Umoja's capabilities and potential for enhanced process efficiencies. This will be done, among others, through collaboration with the Business Transformation and Accountability Division on business intelligence and the process improvement advisory group on business process review.

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

29A.30   This work is expected to contribute to the improvement of the management of the Organization's resources for its work in line with mandates, which would be demonstrated by the availability of results-driven resource planning, implementation and monitoring, supported by richer data analytics for timely decision-making.

Table 29A.4
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
Reporting capabilities are available to all users	Reporting capabilities are available to all users	Reporting capabilities and dashboards are available to selected entities	Real-time data updates and dashboards/ analytics capabilities are available to selected users in all entities	Dashboards/ analytics capabilities are available to all users, including Member States

Legislative mandates

29A.31   The list below provides all mandates entrusted to the component.

General Assembly resolutions

60/260	Investing in the United Nations: for a stronger Organization worldwide	63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report		

Deliverables

29A.32   Table 29A.5 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 29A.5
Subprogramme 1, component 1: 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. Progress report on the enterprise resource planning project	1	1	1	–
Substantive services for meetings (number of three-hour meetings)	**6**	**3**	**3**	**–**
2. Meetings of the Fifth Committee of the General Assembly	5	2	2	–
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: Discussions with clients on integrating Umoja integration/deploying Umoja for the first time/applying Umoja to their business needs.				
D. Communication deliverables				
Digital platforms and multimedia content: Update and maintenance of Umoja website and social media accounts.				
E. Enabling deliverables				
Information and communications technology: Six software and applications continuous improvements; and service desk tier 3 support.				

Component 2
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective

29A.33   The objective, to which this component contributes, is to facilitate effective and efficient deliberations and decision-making by the Fifth Committee of the General Assembly and the Committee for Programme and Coordination.

Strategy

29A.34   To contribute to effective and efficient deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination, the component will continue to improve communication on organizational and procedural aspects of meetings and enhance substantive, technical and secretariat support to the Member States and other participants in the meetings, which is expected to result in the facilitation of the work and deliberations of Member States and support for their decision-making on all administrative and budgetary matters. Past results in this area include improved communication between the secretariat of the Committees and Member States, made possible by the launch of the Fifth Committee Place on e-deleGATE, which provided an improved and user-friendly electronic platform.

Programme performance in 2019 against planned result

29A.35   A planned result for 2019, which is improved communication on organizational and procedural aspects of meetings, and enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings, as referred to in the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: implementing a new

management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), was achieved. That was evidenced by the survey conducted at the end of the seventy-third session in July 2019, which showed that 100 per cent of respondents were very satisfied with the accessibility of the Fifth Committee secretariat and the effectiveness of services provided, compared with the target of 100 per cent, and up from 94 per cent the year before. With regard to Fifth Committee Place on e-deleGATE, which replaced e-Room in 2018 as the platform through which the Fifth Committee secretariat communicates with members of the Committee, survey results showed that 62 per cent of respondents were very satisfied with the platform, up from 56 per cent the year before.

## Programme performance in 2019: direct interaction with programme managers

29A.36   In 2019, the meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work, in a timely, orderly and procedurally correct manner. Targets were met for the preparation and dissemination of the programmes of work and for the submission of final reports.

29A.37   During 2019, the secretariat of the Fifth Committee and the Committee for Programme and Coordination facilitated increased direct, real-time dialogue with programme managers at Headquarters, offices away from Headquarters and missions. That change reflected the Secretariat's shift from a centralized management structure and administrative framework to a new management paradigm, under which greater authority is delegated to managers, who are more empowered, able to determine how best to use their resources to support programme delivery and mandate implementation and are also held accountable for the delivery and financial performance of their programmes. Videoconferences allowed programme managers to interact directly with the Fifth Committee and greatly facilitated the efficient dissemination of information. In 2019, the component organized 42 videoconferences during the first and second resumed parts of the seventy-third session and the main part of the seventy-fourth session of the Fifth Committee, an increase of 396 per cent from the annual average of 10.6 videoconferences over the previous five years. Similarly, for the Committee for Programme and Coordination, the component organized 23 videoconferences during the fifty-ninth session, an increase of 180 per cent from the annual average of 12.8 videoconferences over the previous five years.

Progress towards the attainment of the objective, and performance measure

29A.38   This work contributed to effective and efficient deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination, as demonstrated by the increase in videoconference usage of the Fifth Committee and the Committee for Programme and Coordination, and the positive feedback received through the surveys conducted to evaluate the services of the component. Client satisfaction survey-based evaluations are conducted after the conclusion of each session and their results are taken into consideration at the preparation and implementation of the annual work plans of the component with the aim of further improving the services of the component to the Member States and other stakeholders, including the collaborating offices in the Secretariat. According to survey feedback obtained in the past, the services provided by the component are consistently ranked very highly. The secretariat of the Fifth Committee and the Committee for Programme and Coordination in general received a satisfaction rate of over 97 per cent from Member States for the services it provided over the past five years

Figure 29A.I
Performance measure: videoconference usage by the Fifth Committee of the General Assembly and Committee for Programme and Coordination
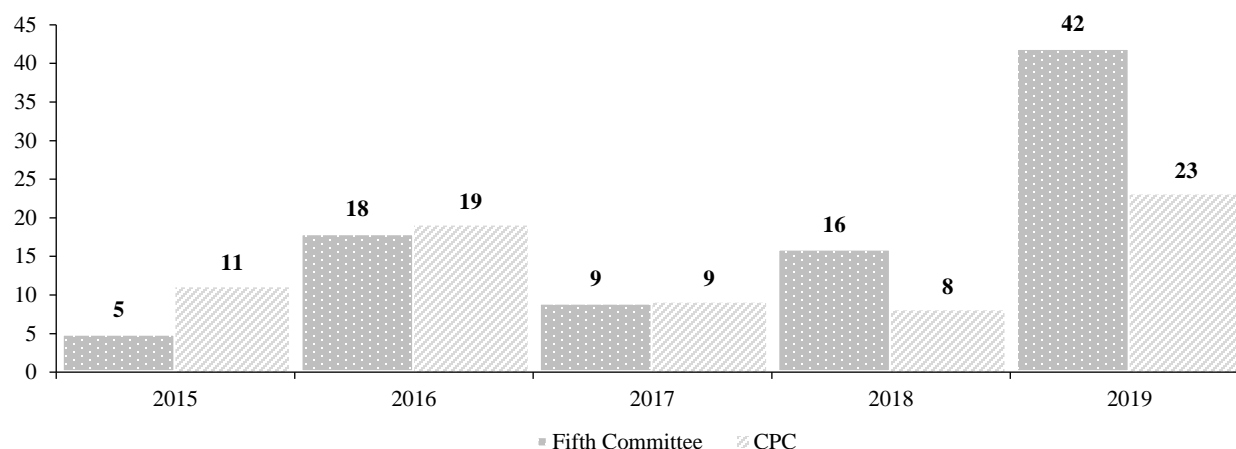
Abbreviation: CPC, Committee for Programme and Coordination.

Planned results for 2021

Result 1: Increased awareness of sources of information available for delegates (result carried over from 2020)

29A.39   The component will continue the work related to the electronic platform through which the Committee secretariat communicates with members of the Committee, in line with its mandate, and will improve communication on organizational and procedural aspects of meetings, and enhance substantive, technical and secretariat support to Member States, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 29A.6
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	Positive survey results • Fifth Committee of the General Assembly: 98.3 per cent • Committee for Programme and Coordination: 97.5 per cent	Maintained and/or improved positive survey results	Maintained and/or improved positive survey results	Maintained and/or improved positive survey results

Abbreviation: N/A, not applicable.

Result 2: Increase awareness of sources of information available for delegates (new result)

29A.40   E-deleGATE provides an improved and user-friendly electronic platform with enhanced functionalities that makes it possible to search historical records of the Committees. It replaced the previous platform, e-Room, which had limited functionality for searching historical records. The additional and improved functionalities of e-deleGATE include, most notably, a search function that allows users to search across the entire database by file title or content, as well as a system of automatic notification whenever new documents are uploaded.

Internal challenge and response

29A.41   The challenge for the component was to identify ways to effectively disseminate information to members of the Committees and enhance their familiarity with the information sources at their disposal that would address, to the extent possible, the varying individual needs of Committee members. In 2019, feedback received in the surveys conducted at the conclusion of the seventy-third session of the Fifth Committee and of the fifty-ninth session of the Committee for Programme and Coordination showed that 89 per cent of Fifth Committee respondents and 94 per cent of Committee for Programme and Coordination respondents were either very satisfied or satisfied with the new platform. However, the responses to a specific question on the e-deleGATE search function showed that 62 per cent of Fifth Committee respondents used the search function, whereas the remainder either did not use the function or were unaware of it. Similarly, only 56 per cent of Committee for Programme and Coordination respondents used the search function and the remainder either did not use or were unaware of it.

29A.42   In response, in 2021, in order to enhance familiarity with functionalities in e-deleGATE and the information sources at the disposal of members of the Committees, the component will intensify its work to identify channels (such as workshops and guidance notes) through which to reach out to members and effectively meet their various information needs. The component will focus on enhancing the effective dissemination of information and apprising Committee members of the available functionalities of e-deleGATE. Those activities will contribute to improved communication on organizational and procedural aspects of meetings, as well as enhanced substantive, technical and secretariat support to Member States.

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

29A.43   This work is expected to contribute to effective and efficient deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination, which would be demonstrated by feedback received on Fifth Committee Place on e-deleGATE, as reflected in improved positive survey results.

Table 29A.7
Performance measure

2017	2018	2019	2020	2021
Positive survey results	Positive survey results	Positive survey results	Improved positive survey results	Improved positive survey results
• Fifth Committee of the General Assembly: 97.9 per cent	• Fifth Committee of the General Assembly: 98.3 per cent	• Fifth Committee of the General Assembly: 95.7 per cent		
• Committee for Programme and Coordination: 98.4 per cent	• Committee for Programme and Coordination: 97.5 per cent	• Committee for Programme and Coordination: 97.3 per cent		

Legislative mandates

29A.44   The list below provides all mandates entrusted to the component.

Charter of the United Nations

Chapter IV,   Functions and powers of the General
Article 17   Assembly

General Assembly resolutions

45/248 B, Sect. VI   Questions relating to the programme budget
                     for the biennium 1990–1991

Economic and Social Council resolutions and decisions

902 (XXXIV)   Special Committee on coordination with
                     particular emphasis on the United Nations
                     Development Decade

Deliverables

29A.45   Table 29A.8 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 29A.8
Subprogramme 1, component 2: 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)	**167**	**250**	**167**	**235**
1. Notes on the programme of work of the Fifth Committee of the General Assembly	70	128	70	125
2. Notes on the status of documentation of the Fifth Committee of the General Assembly	35	45	35	40
3. Procedural notes for the Chair of the Fifth Committee of the General Assembly	40	42	40	40
4. Notes on the programme of the work of the Committee for Programme and Coordination	10	11	10	12
5. Notes on the status of documentation of the Committee for Programme and Coordination	2	1	2	2
6. Procedural notes for the Chair of the Committee for Programme and Coordination	10	23	10	16
Conference and secretariat services for meetings (number of three-hour meetings)	**200**	**197**	**200**	**200**
7. Meetings of the Fifth Committee of the General Assembly	160	160	160	160
8. Meetings of the Committee for Programme and Coordination	40	37	40	40
C. Substantive deliverables				
Consultation, advice and advocacy: advice to Bureau members; consultation and advice to coordinators; and response to queries from and provision of advice to individual delegations on historical proceedings of the Committees.				
D. Communication deliverables				
Digital platforms and multimedia content: update and maintenance of the websites of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination, and update and maintenance of e-deleGATE.				

Component 3
Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board

Objective

29A.46   The objective, to which this component contributes, is to ensure that the United Nations Secretariat, in its acquisition of goods and services, upholds the United Nations procurement principles of fairness, integrity and transparency, effective international competition, best value for money, and interest of the Organization; and to ensure proper decisions on and recording of disposal, loss, damage or other discrepancy involving United Nations property.

Strategy

29A.47   To contribute to ensuring that the United Nations Secretariat, in its acquisition of goods and services, upholds the Financial Regulations and Rules of the United Nations, the component will review all recommendations for the award of contracts valued at more than $1 million for compliance with the procurement principles of fairness, integrity and transparency, effective international competition, best value for money, and interest of the Organization, which is expected to result in the avoidance of costs to the Organization. Past results in these areas include the following cost avoidance to the Organization directly resulting from the recommendations issued by the Headquarters Committee on Contracts: in the past five years, the Committee's recommendations resulted in an average of $32,254,417 in cost avoidance per year.

29A.48   To contribute to ensuring that the United Nations Secretariat, in its acquisition of goods and services, upholds the United Nations procurement principles of fairness, integrity and transparency, effective international competition, best value for money, and interest of the Organization; and to ensure proper decisions on and recording of disposal, loss, damage or other discrepancy involving United Nations property, the component will review all submissions to the Headquarters Property Survey Board for compliance with the established financial rules for sales and disposal of property, which is expected to result in the accurate reflection of United Nations assets in the relevant financial statements and appropriate methods of disposal, including through the application of the environmental policy regarding asset disposal. Past results in this area include the timely closure of the United Nations Mission for Justice Support in Haiti and its financial accounts, facilitated by the timely processing of cases for its liquidation.

Programme performance in 2019: best value for money

29A.49   In 2019, the component continued to review the entire procurement process, from the identification of requirements to the recommendation for each contract award for compliance with the Financial Regulations and Rules and relevant administrative issuances. Such review led to the formulation by the Headquarters Committee on Contracts of recommendations for the most appropriate award of substantial contracts, which helped to ensure that senior officials holding delegated authority to award procurement contracts made the appropriate decisions in the best interest of the Organization.

29A.50   The component also ensured that the proposed contract award complied, among others, with the principle of best value for money. Where the proposed contract awards submitted for the Committee's review and recommendation already reflected best value for money, it supported them. If, in the Committee's view, a proposed contract award did not represent best value, the Committee recommended alternative actions, such as negotiations with one or multiple vendors. In following those alternative recommendations, cost avoidance was realized. The value of cost avoidance fluctuated from year to year, depending on the nature of the cases presented to the Committee for review.

Progress towards the attainment of the objective, and performance measure

29A.51   This work contributed to ensuring that the United Nations Secretariat, in its acquisition of goods and services, upholds the United Nations procurement principles of fairness, integrity and transparency, effective international competition, best value for money, and interest of the Organization; and to ensuring proper decisions on and recording of disposal, loss, damage or other discrepancy involving United Nations property, as demonstrated by the cost avoidance in 2019 in the amount of $17.2 million.

Figure 29A.II
Performance measure: cost avoidance following negotiations with one or multiple vendors
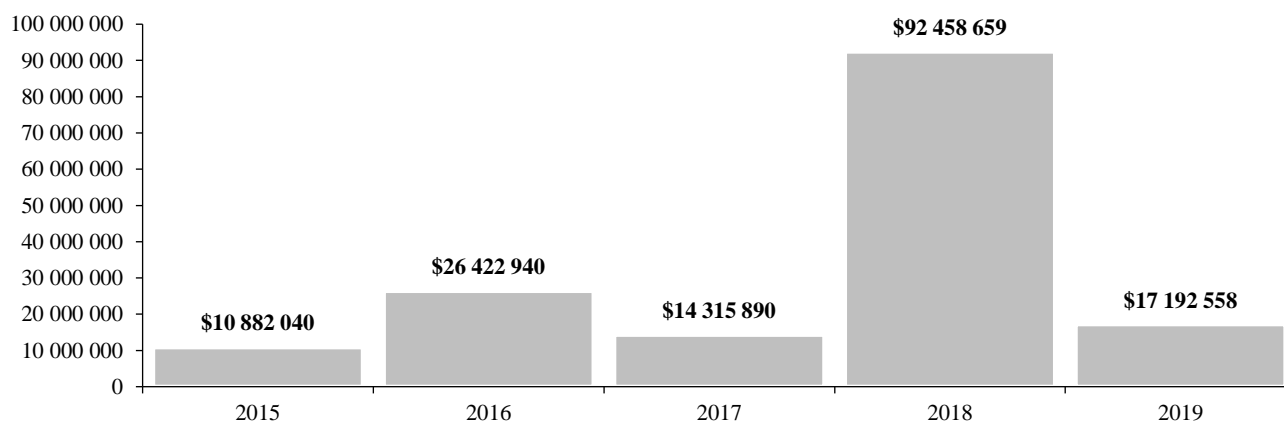
Planned results for 2021

Result 1: New end-to-end case management system for strategic policy recommendations in the area of procurement (result carried over from 2020)

29A.52   The component will continue work on the end-to-end case management system, in line with its mandate, and will strengthen transparency and accountability over the acquisition and disposal of the Organization's assets, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 29A.9
Performance measure

2017	2018	2019	2020	2021
N/A	Absence of a structured process for strategic policy changes based on Headquarters Committee on Contracts recommendations among Secretariat entities, including the field	Establishment of a more robust, structured process for evidence-based strategic policy changes, based on Headquarters Committee on Contracts recommendations among Secretariat entities, including the field	Formulation of a tailored strategic policy recommendation in the area of procurement, supported by evidence gathered from the new end-to-end case management system	New policy which, having been informed by data from the end-to-end case management system, strengthens the procurement and disposal of assets of the Organization

Abbreviation: N/A, not applicable.

Result 2: enhanced delegation (new result)

29A.53   During 2021, the component will continue to support the timely review and recommendations on the award and modifications of contracts in procurement cases and on the write-off and disposal of assets. Through this ongoing work, the component has built a unique body of knowledge in this area across the global Secretariat.

Internal challenge and response

29A.54   The challenge for the component was to identify the training needs in entities away from Headquarters for the members of the local committees on contracts and local property survey boards to ensure a smooth transition to the new legal and policy framework of the delegation of authority and to further ensure consistency in the approach between Headquarters and entities away from Headquarters.

29A.55   In response, the component will impart its best practice experience to the members and secretaries of local committees on contracts, local property survey boards, procurement professionals and property managers through training and capacity-building activities in 2021.

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

29A.56   This work is expected to contribute to ensuring that the United Nations Secretariat, in its acquisition of goods and services, upholds the United Nations procurement principles of fairness, integrity and transparency, effective international competition, best value for money, and interest of the Organization; and to ensuring proper decisions on and recording of disposal, loss, damage or other discrepancy involving United Nations property, which would be demonstrated by the continuation of the transfer of knowledge through the training of an additional 300 staff members on the work of the review committees on contracts and property survey boards.

Figure 29A.III
Performance measure: number of participants trained, 2017–2021
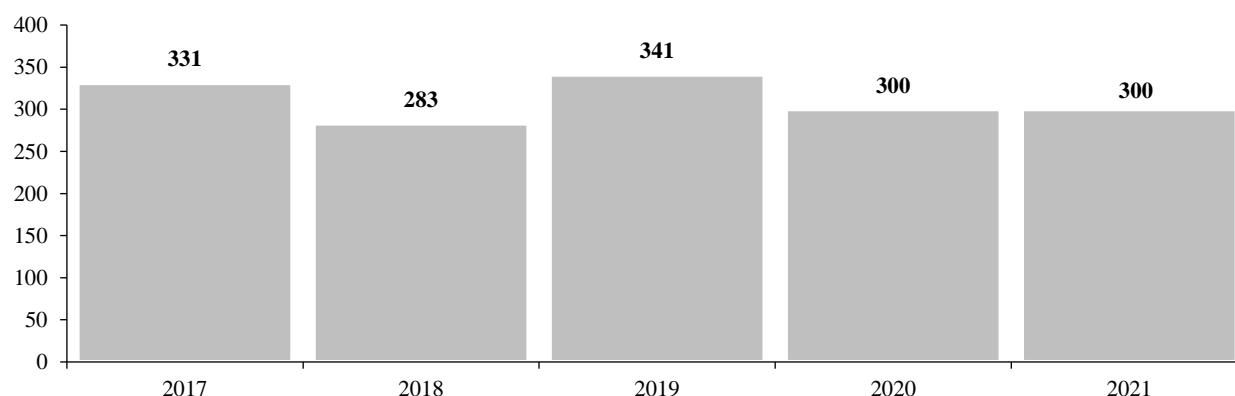
Legislative mandates

29A.57   The list below provides all mandates entrusted to the component.

General Assembly resolutions

69/273   Procurement

Deliverables

29A.58   Table 29A.10 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 29A.10
Subprogramme 1, component 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: Training and guidance for members of local committees on contracts and local property survey boards; advice on procurement and property policy documents; administration of the Electronic Committee of Contracts (eCC), a workflow application used by the Headquarters Committee on Contracts and local committees on contracts; and administration and maintenance of online learning tools for local committees on contracts and local property survey boards.

Internal justice and oversight: Substantive and technical servicing of the Headquarters Committee on Contracts and the provision of recommendations on proposed procurement awards to entity heads; substantive and technical servicing of the Headquarters Property Survey Board; field assistance missions to monitor the functioning of local committees on contracts; reports on the functioning of local committees on contracts and local property survey boards and procurement functions in the entities.

Component 4
Management evaluation component for the administration of justice

Objective

29A.59   The objective, to which this component contributes, is to ensure the correct application of the Staff Regulations and Rules of the United Nations in decision-making, achieve early resolution of staff-related disputes and prevent unnecessary staff-related litigation.

Strategy

29A.60   To contribute to ensuring the correct application of the Staff Regulations and Rules of the United Nations in decision-making, the component will continue its outreach efforts, through briefings with managers, the induction of senior managers, liaison with the Department of Operation Support to identify trends and systemic issues from cases brought before the Organization's formal system of justice, and dissemination of the guide on lessons learned for managers, which is expected to result in managers and staff being better apprised of their obligations and good management practices. Past results in this area include positive feedback from managers on the broadening of awareness of issues in decision-making throughout the Secretariat and useful guidance on managing disagreements on decision-making when they arise, in order to prevent matters from proceeding to the formal system of justice.

29A.61   To contribute to achieving the early resolution of staff-related disputes and preventing unnecessary staff-related litigation, the component will objectively analyse the facts presented in the request vis-à-vis the legal framework of the Staff Regulations and Rules of the United Nations and provide the requesting staff member with a reasoned, comprehensive evaluation conveying the basis for the recommendation of the Management Evaluation Unit on the case, which is expected to result in the early resolution of disputes involving staff members that arise from decisions taken in the administration of their employment, and greater staff confidence in the internal justice system. Past results in this area include, since the component's establishment in July 2009, an average of only 18 per cent of the cases submitted to management evaluation proceeding to litigation before the United Nations Dispute Tribunal. The component has also provided an opportunity for exploring informal

resolution, with an average of 27 per cent of cases submitted for management evaluation being resolved at that stage.

Programme performance in 2019 against planned result

29A.62   A planned result for 2019, which is improved accountability in management-related decisions, as referred to in the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), was achieved, as evidenced by the fact that 3 per cent of the decisions submitted for management evaluation were rescinded, compared with the target of 10 per cent.

Programme performance in 2019: number of employment dispute cases proceeding to litigation

29A.63   The management evaluation function offers the Organization an opportunity to address disputes involving staff members that arise from decisions taken in the administration of their employment, resolve such disputes at an early stage and strengthen administrative decision-making by highlighting within the Organization systemic issues and lessons learned in the management evaluation process.

29A.64   In 2019, the Management Evaluation Unit received 704 requests from staff members challenging the legality of administrative decisions taken in their regard. Addressing such requests was one of the component's core tasks. The management evaluation process involved often extensive consultations with stakeholders, the identification of options for possible informal settlement and work to ensure the consistent application of regulations and rules.

29A.65   The subprogramme also held regular meetings with the Department of Operational Support and the Office of the Ombudsman to discuss current issues before the formal and informal system of justice and discuss further means of maximizing the number of cases that are referred for possible informal settlement. In an effort to limit the number of matters brought to the formal system of justice, the subprogramme has also worked to impart lessons learned by holding briefings in conjunction with the Department of Operational Support, the Regional Service Centre in Entebbe, Uganda, and the chief human resources officers in the field, conducting briefings with stakeholders in the Office of Internal Oversight Services and by participating in induction programmes for incoming senior managers.

Progress towards the attainment of the objective, and performance measure

29A.66   This work contributed to ensuring the correct application of the Staff Regulations and Rules of the United Nations in decision-making, achieving the early resolution of staff-related disputes and preventing unnecessary staff-related litigation, as demonstrated by the fact that only 17 per cent of staff members who filed requests for management evaluation in 2019 (704 requests) went on to file applications before the United Nations Dispute Tribunal.

Figure 29A.IV
Performance measure: percentage of management evaluation requests proceeding to litigation
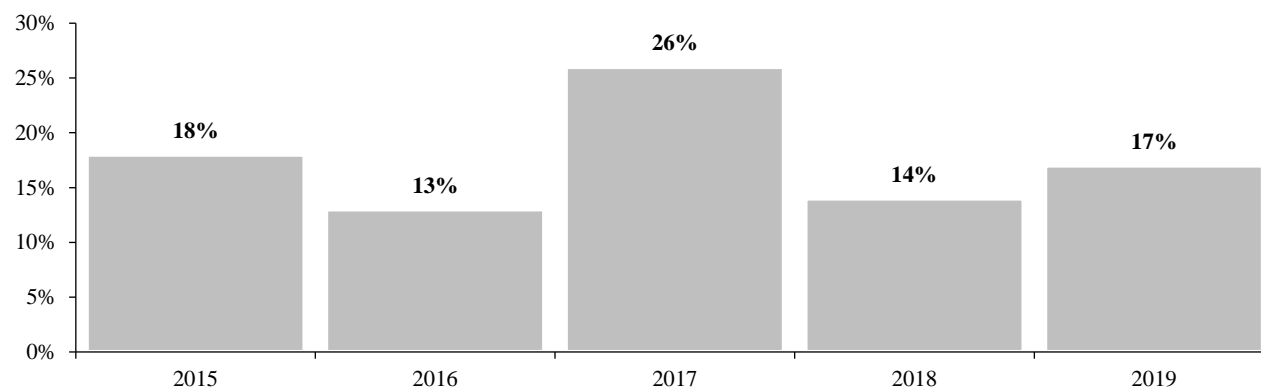
Planned results for 2021

Result 1: Dissemination of lessons learned from management evaluation to remote field offices (result carried over from 2020)

29A.67   The component will continue to work to disseminate lessons learned from management evaluation, in line with its mandate, and will support improved decision-making and accountability and greater awareness of the internal system of justice, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 29A.11
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	Feedback expressing limited understanding of management evaluation issues in the internal system of justice	Positive feedback on the understanding of management evaluation issues in the internal system of justice among Headquarters and regional offices	Positive feedback on the understanding of issues in the internal system of justice disseminated to remote field offices	Positive feedback on the understanding of issues in the internal system of justice disseminated to remote field offices

Abbreviation: N/A, not applicable.

Result 2: improved access to internal justice recourse (new result)

29A.68   One important element in the Organization's internal system of justice lies in staff members' understanding not only of their own rights and obligations under the Staff Regulations and Rules of the United Nations, but of the recourse mechanisms available to them and how they work. This element contributes to the management of expectations and confidence in the system available to staff. Through outreach and individual consultations upon request, the component has been working with staff requesting management evaluation on these matters.

Internal challenge and response

29A.69   The challenge for the component was to disseminate knowledge of the internal system of justice and the role of the Management Evaluation Unit to staff members, especially those serving at more remote duty stations. This knowledge is important for the overall functioning of the internal system of justice, by ensuring, for example, that staff members are aware of the recourse available to them and the importance of pursuing informal resolution of grievances and that they understand the types of matter than can appropriately be raised in the internal system of justice.

29A.70   In response, the component will hold virtual meetings with staff unions and interested staff at Headquarters and away in order to exchange views on issues of concern to staff with regard to the internal system of justice and the role of the Management Evaluation Unit in addressing those concerns. The subprogramme will also elaborate and disseminate lists of frequently asked questions (FAQs), to be set out on the Unit's webpage and disseminated on iSeek, setting out more detailed information about the management evaluation function, which staff members have often sought in the past. It is anticipated that this will lead to broader awareness by staff of the internal system of justice and contribute to greater confidence in the management evaluation function as a tool for objectively reviewing staff appeals.

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

29A.71   This work is expected to contribute to ensuring the correct application and understanding of the Staff Regulations and Rules of the United Nations in decision-making, achieve the early resolution of staff-related disputes and prevent unnecessary staff-related litigation, through greater awareness by staff members of the internal system of justice and their rights under their terms of appointment, which would be demonstrated by positive feedback from staff members who benefit from the outreach.

Table 29A.12
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
Limited knowledge of the internal system of justice and the role of the Management Evaluation Unit among staff members, especially those serving at more remote duty stations	Limited knowledge of the internal system of justice and the role of the Management Evaluation Unit among staff members, especially those serving at more remote duty stations	Limited knowledge of the internal system of justice and the role of the Management Evaluation Unit among staff members, especially those serving at more remote duty stations	Positive feedback from Headquarters and regional office staff on the understanding of management evaluation issues in the internal system of justice	Positive feedback from field office staff on the understanding of issues in the internal system of justice

Deliverables

29A.72   Table 29A.13 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 29A.13

Subprogramme 1, component 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

E. Enabling deliverables

Internal justice and oversight: Recommendations on requests for management evaluation of contested administrative decisions; recommendations on requests for suspension of action submitted to the Secretary-General in cases involving separation from service of staff members; recommendations on systemic issues in respect of managerial decision-making authority; recommendations on circumstances in which delegated managerial authority may be withdrawn or referred for investigation; expert guidance to decision makers in the form of a periodic guide on lessons learned.

Subprogramme 2
Programme planning, finance and budget

Component 1
Finance

Objective

29A.73   The objective, to which this component contributes, is to secure the financing of the Organization's expenses, pursuant to Article 17 of the Charter of the United Nations, and to ensure sound, effective and efficient integrated financial management of and reporting on United Nations resources, supported by a strong internal control environment.

Strategy

29A.74   To contribute to securing the financing of the Organization's expenses, pursuant to Article 17 of the Charter of the United Nations, the component will continue to closely monitor and forecast the collection of assessments and balance cash outflows based on liquidity forecasts, which is expected to result in prudent financial management of the resources entrusted to the Secretariat. The component will also adapt the internal controls and financial policies that need to be in place to ensure the prudent management of resources in the context of the decentralized delegation of authority framework. Past results in this area include successful implementation of mandates by monitoring the collection of assessments and prioritizing activities throughout the Secretariat in order to align the activities with cash outflows, thereby allowing the Organization to spend up to the level of collections received.

29A.75   To contribute to sound, effective and efficient integrated financial management and reporting of the United Nations resources, supported by a strong internal control environment, the component will continue to enhance the quality of managerial information using the available business intelligence tools, which is expected to result in more transparent, efficient and accountable management of resources and mandate implementation. Past results in this area include the development of a suite of financial reports and dashboards that allow managers at every level to monitor the use of resources and the ability to make sound financial decisions ensuring the effective implementation of mandated activities.

29A.76   The component will also provide effective support to the Committee on Contributions and the General Assembly in the process of reviewing the methodology of the scale of assessments and will ensure the timely issuance of assessments and information on the status of assessed contributions. The component will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to financial matters. This work is expected to result in the timely facilitation of, and deliberation and reporting on, the work of the Committee on Contributions. Past results in this area include the availability of real-time data

to Member States on the status of contributions made possible through the online Status of Contributions portal.

Programme performance in 2019 against planned result

29A.77   A planned result for 2019, which is secured funds management, as referred to in the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), was fully achieved, as evidenced by the fact that 100 per cent of the required funds were available to meet obligations, compared with the target of 100 per cent. The component contributed to the regular updating of the intergovernmental bodies and guiding the programme managers with regard to the management of liquidity in order to mitigate adverse impacts on mandate implementation.

Programme performance in 2019: increased awareness of the financial situation of the Organization throughout the year

29A.78   The work of the component during 2019 was focused on managing the financial situation of the Organization. The Secretary-General presented a report to the General Assembly on improving the financial situation of the United Nations (A/73/809), which contains details of proposals to address liquidity and broader structural issues that constrain budget management and potentially have an adverse impact on the effective delivery of mandates. The report highlighted important cash flow trends affecting the ability of the Organization to implement its mandates and proposed a set of measures encompassing flexibility in the redeployment of resources, the retention of credits to Member States, increases in liquidity mechanisms, the pooling of the cash resources of peacekeeping missions and the issuance of assessments for peacekeeping missions for the full calendar year.

29A.79   In addition to contributing to the aforementioned report, the component played a central role in undertaking analysis of and forecasting the cash flow situation of the Organization. Those actions led the Secretary-General to draw the attention of Member States to the deepening liquidity problems faced by programme budget and to impress upon Member States the fact that the situation shifted the focus from mandate-based programme delivery to the periodic adaption of workplans based on cash availability. The awareness of Member States of the liquidity challenges and their impact on mandate delivery was increased.

29A.80   The component also significantly re-engineered cash management practices and procedures in order to better manage mandate delivery under the programme budget in the context of deepening liquidity challenges. For peacekeeping operations, the component implemented annual assessments and cash-pooling for active peacekeeping operations with a view to reducing delays in the settlement of payments to troop- and police-contributing countries.

Progress towards the attainment of the objective, and performance measure

29A.81   This work contributed to securing the financing of the Organization's expenses, pursuant to Article 17 of the Charter of the United Nations, and to ensuring sound, effective and efficient integrated financial management of and reporting on United Nations resources, supported by a strong internal control environment, as demonstrated by the sustained number of Member States making full payments towards their programme budget assessments. The component contributed to raising greater awareness among Member States of the worsening liquidity position of the programme budget, its likely adverse impact on mandate delivery and the need to meet their obligations on time and in full.

Figure 29A.V
Performance measure: number of Member States paying their assessments in full by December for the programme budget

(Percentage)

Chart showing percentage values by year:
- 2015: 73.6
- 2016: 75.1
- 2017: 75.1
- 2018: 78.8
- 2019: 75.6
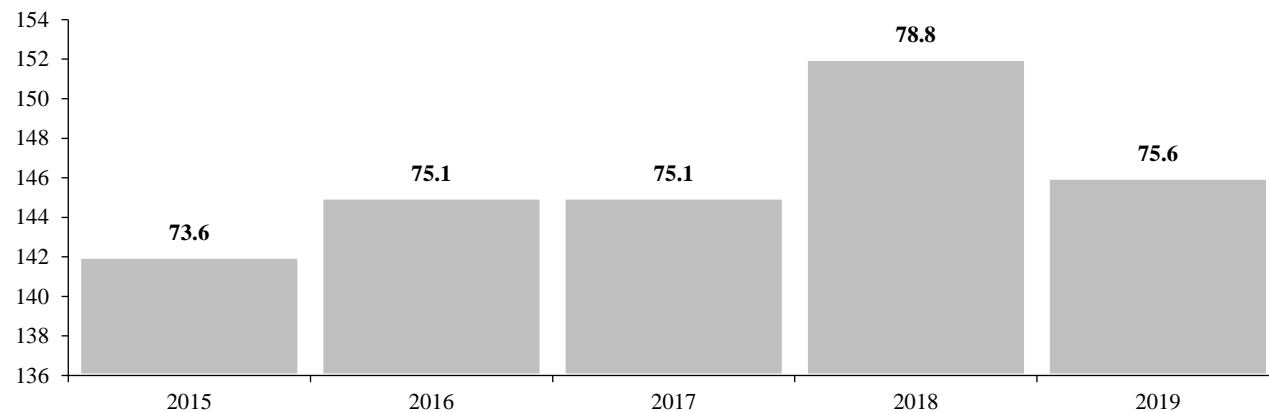
Planned results for 2021

Result 1: new internal controls framework supporting the enhanced delegation of authority framework (result carried over from 2020)

29A.82   The component will continue to implement the internal control framework, in line with its mandate, and will enhance the delegation of authority framework, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 29A.VI
Performance measure: timely and well-documented self-attestation of compliance submitted by entity heads, 2017–2021

(Percentage)

Chart showing percentage values by year:
- 2017: –
- 2018: –
- 2019: –
- 2020: 100
- 2021: 100
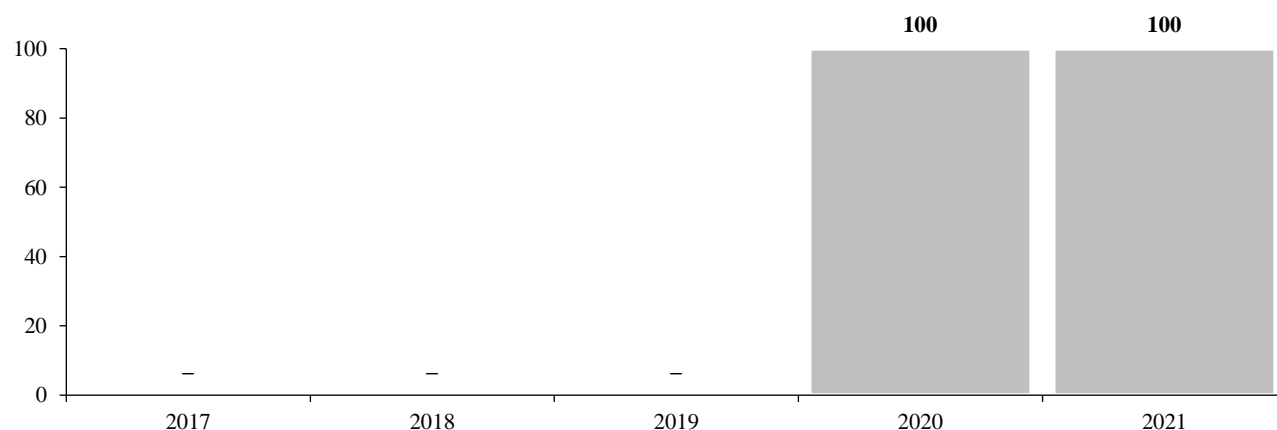
Result 2: Financial management systems integration for better decision-making (new result)

29A.83   The component will accelerate the implementation of digital initiatives aimed at providing data-driven financial management insights and enhanced efficiency for day-to-day operations. The component will lead the development of an integrated platform that will assimilate financial data from different systems, improving data access, dissemination and transparency across functions throughout the Organization. This will enable management to strengthen fact-based decision-making and reporting, including better management of mandates within liquidity constraints. The component will also continue to expand the integrated platform for sharing information with Member States, extending it beyond the online Status of Contributions portal to other Umoja data that provide relevant, easily accessible information to Member States and other governing bodies and thereby improve, transparency and accountability.

Internal challenge and response

29A.84   The challenge for the component was the lack of internal processes for liquidity management to deal with the growing uncertainties with regard to the payment of contributions by Member States and the resulting constraints on the delivery of programmes. Managing resources in such an environment requires precise, detailed and timely resource information.

29A.85   In response, the component will strengthen liquidity management procedures, including by leveraging enterprise systems, and collaborate internally with programme managers and externally with other United Nations partners, to optimize the use of resources and mitigate the adverse impact on mandate delivery.

*Progress towards the attainment of the objective, and performance measure*

29A.86   This work is expected to contribute to securing the financing of the Organization's expenses, pursuant to Article 17 of the Charter of the United Nations, and ensuring sound, effective and efficient integrated financial management of and reporting on United Nations resources, supported by a strong internal control environment, which would be demonstrated by more and better information, such as with regard to troops and police, on resources being made readily available to managers on an integrated platform using Umoja.

Table 29A.14
Performance measure

2017	2018	2019	2020	2021
Roll-out of electronic assessment letters, which 123 Member States accepted	N/A	N/A	Roll-out of the new online Status of Contributions portal	Additional applications available on the integrated platform such as troop and police data; management dashboards to facilitate liquidity management

Abbreviation: N/A, not applicable.

Legislative mandates

29A.87   The list below provides all mandates entrusted to the component.

General Assembly resolutions

60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	73/307	Improving the financial situation of the United Nations
72/262	Special subjects relating to the proposed programme budget for the biennium 2018–2019	74/1	Scale of assessments for the apportionment of the expenses of the United Nations: requests under Article 19 of the Charter
73/279 B	Special subjects relating to the proposed programme budget for the biennium 2018–2019	74/262	Questions relating to the proposed programme budget for 2020

Deliverables

29A.88   Table 29A.15 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 29A.15
Subprogramme 2, component 1: 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)	**12**	**12**	**12**	**12**
1. Annual financial reports to the General Assembly	2	2	2	2
2. Reports on multi-year payment plans and the financial situation of the United Nations to the General Assembly	3	3	3	3
3. Financial statements on United Nations peacekeeping and non-peacekeeping operations to the General Assembly	7	7	7	7
Substantive services for meetings (number of three-hour meetings)	**22**	**28**	**22**	**22**
4. Meetings of the Fifth Committee of the General Assembly	18	24	18	18
5. Meetings of the Investment Committee	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	**20**	**20**	**20**	**31**
6. Meetings of the Committee on Contributions	20	20	20	31
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**777**	**777**	**777**	**776**
7. Monthly reports on the status of contributions	12	12	12	12
8. Documents on the assessment of the contributions of Member States to the United Nations	15	15	15	14
9. Donor financial reports	750	750	750	750

C. Substantive deliverables

Consultation, advice and advocacy: Advice to donors on voluntary contribution financial agreements; ad hoc information on the scale of assessments, peacekeeping financing and the status of contributions.

E. Enabling deliverables

Administration: Technical documents relating to the statement of internal control; consultations on the statement of internal control framework; advice on the application of the Financial Regulations and Rules of the United Nations, accounting and financial matters and related systems; advice on sustaining International Public Sector Accounting Standards (IPSAS) compliance; assessment calculations for contributions of Member States for the regular budget, peacekeeping operations and the international tribunals, and calculations for credits for peacekeeping operations; advocacy on internal controls; advice on the management of extrabudgetary resources; development of accounting policies, practices and procedures; workshops on financial matters for chief finance officers and chief administrative officers; timely reporting of cases of fraud and presumptive fraud to the board of auditors; provision and management of life, health, property and liability insurance activities; administration of bank accounts worldwide, including maintenance of bank account signatory panels; establishment of the banking arrangement;

	2019 planned	*2019 actual*	*2020 planned*	*2021 planned*
Category and subcategory				

processing payments for the house bank accounts managed by United Nations Headquarters; recording of incoming funds; assessment and support of 65 global cashiers and the approval of 15 regional cashiers; management of cash requirements in different currencies; update and maintenance of banking details of vendors, staff and Member States; management of pooled investment; establishment of United Nations operational rates of exchange; development and servicing of Umoja finance processes; update and maintenance of financial applications; update and maintenance of SWIFT and global payment data and Umoja master data; substantive support to departments on business analysis; systems liaison with other Headquarters systems; review of user access provisioning requests for finance roles in Umoja, ensuring delegation of authority is obtained for the roles; processing and execution of payments; negotiation and administration of insurance policies; processing of investment settlements; execution of foreign exchange transactions.

Component 2
Field operations finance

Objective

29A.89   The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the field and other Secretariat entities contribute and on the resources required for the work of those entities in line with their mandates, and to ensure the effective and efficient management of resources.

Strategy

29A.90   To contribute to the effective and efficient deliberations by Member States on the results to which the field and other Secretariat entities contribute and on the resources required for the work of those entities in line with their mandates, the component will provide strategic guidance on budgeting and financial stewardship and will develop policies and methodologies and tools in that regard; provide strategic guidance on financial management and financing issues, especially on many cross-cutting initiatives affecting field operations, including guidance on formulating human resources requirements, corporate initiatives, financial strength and liquidity, and strengthening of internal controls; ensure timely, high-quality, simplified and action-oriented responses to managers in the field; and monitor the liquidity of individual special accounts, overseeing cash-flow and operating reserves for field operations. This work is expected to result in improved accuracy in forecasts and proposals that clearly reflect mandate objectives and results, as well as the effective and efficient management of resources within the levels approved.

29A.91   Past results in those areas include missions with more ownership and accountability in their planning and usage of financial resources, owing to enhanced outreach through field visits, supported by routine and ad hoc videoconferences for technical advice and guidance on finance and budget matters. Proactive support to the field and tailored solutions in securing resources in line with mandates were provided, which, for instance, enabled the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) to provide technical assistance and logistical support for the electoral process, as requested by the Security Council in its resolution 2348 (2017). The component will continue to ensure that financial and budgetary strategies, policies and procedures are fit for purpose in support of a decentralized, field-focused paradigm, in which managers have greater autonomy in decision-making. It will provide support to all programmes in implementing financial policies and ensuring adequate internal controls.

29A.92   To contribute to the effective and efficient management of resources, the component will provide strategic guidance on global property management and real estate services, including oversight of major construction projects and long-term capital planning, as reflected in the strategic capital review; and provide expert advice and guidance on property management and review financial data for compliance with IPSAS and the established property management performance framework. This

work is expected to result in the successful implementation of large-scale capital construction and renovation projects at Headquarters, offices away from Headquarters and regional commissions, by ensuring central supervision of projects, including risk management and alignment with lessons learned; and the accurate recording of property-related financial data for the field and other Secretariat entities.

29A.93   Past results in those areas include progress on five projects under way in various locations: (a) the Strategic Heritage Plan of the United Nations Office at Geneva; (b) the Africa Hall renovation at the Economic Commission for Africa in Addis Ababa; (c) the seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok; (d) the north building renovation at the Economic Commission for Latin America and the Caribbean in Santiago; and (e) the replacement of office blocks A to J at the United Nations Office at Nairobi. Past results also include the presentation of an initial study in 2019 for a sixth project to address the deteriorating conditions and limited capacity of the conference services facilities at the United Nations Office at Nairobi. In addition, regular capital maintenance is carried out at all locations, along with activities to assure data quality and the efficient utilization of the Organization's property.

Programme performance in 2019 against planned result

29A.94   A planned result for 2019, which is the increased efficiency and effectiveness of field operations, as referred to in the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), was achieved, as evidenced by the increased percentage of clients expressing satisfaction with the services received: 95 per cent of survey respondents rated the services received from the component as satisfactory or higher, compared with the target of 90 per cent.

Programme performance in 2019: direct participation of all field missions

29A.95   Pursuant to General Assembly resolution 72/266 B, the component is the central provider of policy and guidance to field operations for all programme planning, budget, finance and programme, and financial performance. Budget estimates for field operations that, in the past, were submitted to the Office of the Controller by the Under-Secretaries-General for Peacekeeping Operations and Field Support or the Under-Secretaries-General for Political Affairs and Field Support, after their review and endorsement, were now submitted by heads of mission directly to the Office of the Controller, thereby streamlining the review process and improving the timeliness of responses to the General Assembly.

29A.96   The component provided support in the decentralized, field-focused paradigm and worked closely with senior leadership in the field by developing financial proposals in situ, within missions, which are strategic and realistic. To afford missions every opportunity to deliver on the mandates entrusted to them, attention was given to identifying and discussing with mission leaders their areas of focus and the related resourcing requirements prior to budget submissions by the heads of mission, which strengthened the sense of ownership in the formulation of the budget proposals. Expert advice and guidance were also provided to support the direct engagement of heads of mission in presenting and defending the budget proposals before the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly. The participation of missions, via videoconference, in the informal consultations of the Fifth Committee contributed to decision-making on issues relating to field operations.

Progress towards the attainment of the objective, and performance measure

29A.97   This work contributed to the effective and efficient deliberations by Member States on the results to which the field and other Secretariat entities contribute and on the resources required for the work of those entities in line with their mandates, as demonstrated by the number of field missions that participated directly in the deliberations of the Fifth Committee and the positive feedback from field missions and members of the Fifth Committee. The missions appreciated the increased ownership in the formulation of the budget, what they perceived as a more streamlined process and the support and guidance received. Based on the positive feedback from peacekeeping missions during the second part of the seventy-third resumed session, some special political missions were also invited to participate in the informal sessions of the Fifth Committee during the main part of the seventy-fourth session. Their participation in the informal consultations increased responsiveness, with questions relating to unique field and mission requirements being answered directly by senior leadership in the field, thereby contributing to decision-making on issues relating to field operations.

Figure 29A.VII
Performance measure: direct participation of field missions in deliberations of the Fifth Committee of the General Assembly
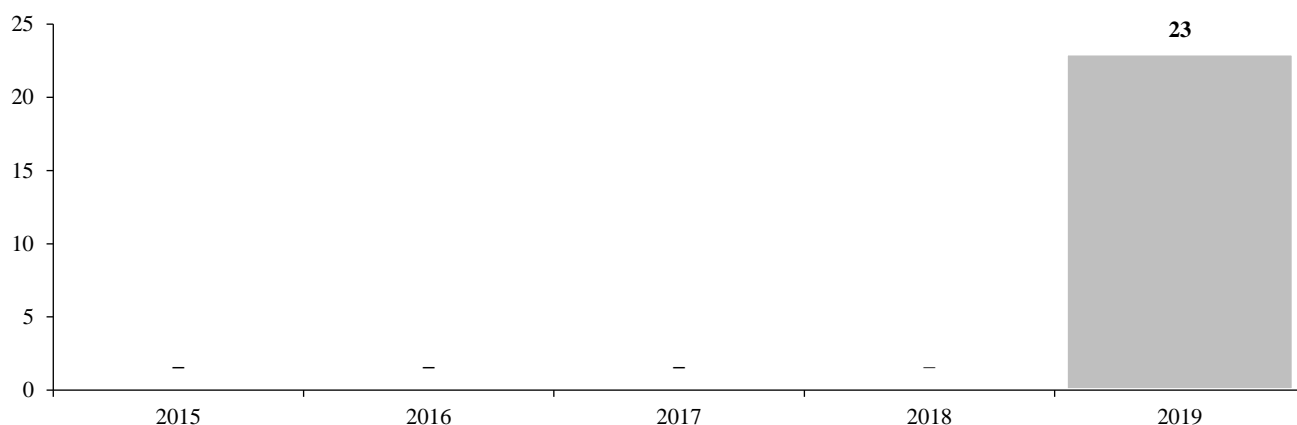
Planned results for 2021

Result 1: independent risk management for global United Nations capital construction projects (result carried over from 2020)

29A.98   The component will continue its risk-management work relating to global capital construction projects, in line with its mandate, and increase certainty regarding the completion of those projects within the approved budget, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Figure 29A.VIII
Performance measure: budget confidence levels for ongoing global United Nations construction projects, 2017–2021
(Percentage)
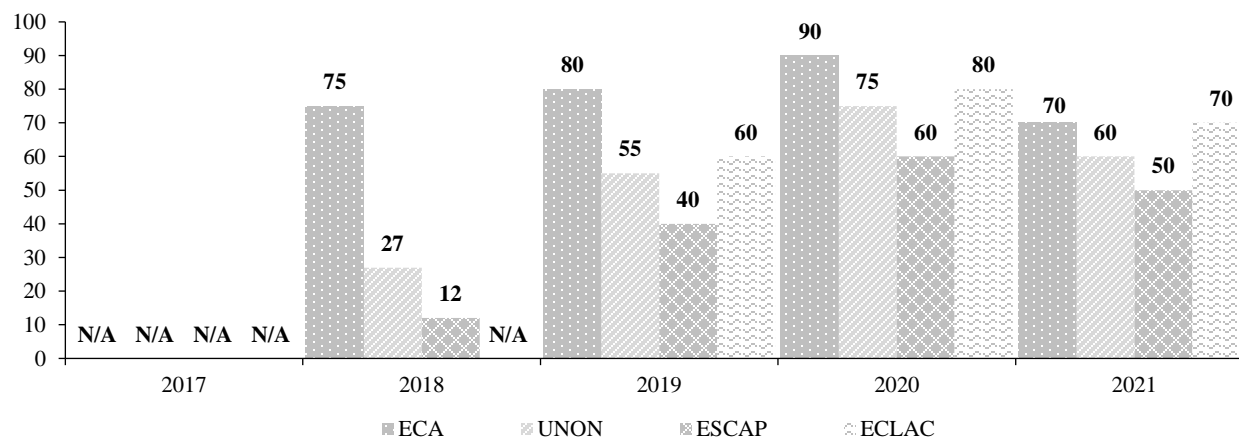
Abbreviations: ECA, Economic Commission for Africa; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; N/A, not applicable; UNON, United Nations Office at Nairobi.

Result 2: enhanced property management performance framework (new result)

29A.99   In 2021, the component will continue to provide the full range of services for the ongoing multi-year capital construction projects. In addition to risk management, services will include: (a) the development and coordination of the 20-year rolling capital programme for the Organization, referred to as the strategic capital review, which includes large-scale and stand-alone projects, and smaller projects undertaken under section 33 of the programme budget; (b) the issuance of updates to and ongoing management of the guidelines for the management of construction projects; (c) the sharing of lessons learned and best practices from construction and renovation projects and, in particular, drawing from experience and know-how acquired from other capital projects; and (d) the provision of day-to-day technical guidance and support for local project teams through regular interaction, including biweekly meetings with the project managers. Continual improvements will be made in the quantitative risk models that will be used by project teams to mitigate risks. The component will also continue to implement a common approach to property management, including its financial reporting, ensure continuous improvement and apply a homogeneous approach to all Secretariat entities.

Internal challenge and response

29A.100   The challenge for the component was to extend property management performance monitoring and reporting to all entities and to enable them to apply the guidance provided and existing tools to the information available and thereby support management decisions and enhance stewardship and accountability with regard to United Nations property.

29A.101   In response, the component will develop and roll out business intelligence tools based on transactional data in Umoja and measured against performance targets under respective key performance indicators, as defined annually in the strategic guidance on property management. The comprehensive information on each entity's performance in the area of property management would enable better utilization of resources and minimize loss, wastage, obsolescence, deterioration and unwarranted accumulation of property. It would also enhance the availability of comprehensive information on assets, allow for improvements in the management of the entities' asset portfolios and facilitate the budget planning process in that regard.

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

29A.102   This work is expected to contribute to the effective and efficient management of resources, which would be demonstrated by the mainstreaming of property management performance monitoring and reporting in the standard business processes of all entities.

Table 29A.16
Performance measure

Indicators	2017	2018	2019	2020	2021
Roll-out of property management performance framework for improved stewardship and accountability with regard to United Nations property	Decommissioning of the legacy inventory management system (Galileo), and roll-out and stabilization of Umoja for downstream materials management in special political missions and other field operations	Performance management framework made operational in the special political missions	Business intelligence tools applied to enable self-service and reporting capability for end users in Umoja; quality assurance measures for the preparation of IPSAS financial reports extended to the offices away from Headquarters, regional commissions and tribunals	Strategic guidance on property management performance monitoring and reporting extended to the offices away from Headquarters, regional commissions and tribunals; quarterly self-assessment and performance monitoring regime extended to all entities funded from the regular budget	Property management performance monitoring and reporting mainstreamed in the standard business processes of all entities

Legislative mandates

29A.103   The list below provides all mandates entrusted to the component.

General Assembly resolutions

47/217	Establishment of a Peacekeeping Reserve Fund	61/256	Strengthening of the capacity of the Organization in peacekeeping operations
49/233 A	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
50/221 B	Support account for peacekeeping operations	61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
55/231	Results-based budgeting		
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues	64/269, Sect. VI	Cross-cutting issues
		74/263	Special subjects relating to the proposed programme budget for 2020

Deliverables

29A.104   Table 29A.17 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 29A.17
Subprogramme 2, component 2: 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)	**48**	**50**	**46**	**43**
1. Reports to the General Assembly on the proposed budget and budget performance of United Nations peacekeeping operations	28	28	26	23
2. Report to the General Assembly on the updated financial position of closed peacekeeping missions	1	1	1	1
3. Reports to the General Assembly on the final disposition of assets and final performance of peacekeeping missions in liquidation	2	–	2	2
4. Reports to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	7	7	7	7
5. Notes to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	4	4	4	4
6. Reports to the General Assembly on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	6	10	6	6
Substantive services for meetings (number of three-hour meetings)	**120**	**136**	**120**	**120**
7. Meetings of the Fifth Committee of the General Assembly	70	78	70	70
8. Meetings of the Advisory Committee on Administrative and Budgetary Questions	50	58	50	50
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**5**	**3**	**5**	**5**
9. Statements to the Security Council and other reports on financial implications of activities other than field operations authorized by the Security Council in its resolutions	5	3	5	5

C. Substantive deliverables

Consultation, advice and advocacy: discussions with Member States, including troop- and police-contributing countries, on financial matters with regard to field operations and liabilities of missions; advice to substantive committees of the General Assembly on potential budgetary implications.

E. Enabling deliverables

Administration: expert advice and guidance on budgeting and financial stewardship for field operations; four quarterly payments to troop- and police-contributing countries; formulation of resource requirements to support the assessment and planning for new, expanding, transitioning and liquidating field operations; publication of the Property Management Manual; strategic guidance on property management performance monitoring and reporting; supplemental instructions for preparation of IPSAS financial reports on property, plant and equipment; training on property management; expert advice and support on Umoja relating to property management; oversight and technical guidance on major capital projects, ongoing maintenance and alteration projects.

Component 3
Programme planning and budgeting

Objective

29A.105   The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans, on the resources required for the work of the Secretariat in line with its mandates and to ensure the effective and efficient management of resources.

Strategy

29A.106   To contribute to the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans and on the resources required for the work of the Secretariat in line with its mandates, the component will issue strategic guidance for the preparation of the programme budget and finalize and present to the legislative bodies the Secretary-General's annual programme budgets and the budget of the International Residual Mechanism for Criminal Tribunals, the budget performance reports, and other reports on budgetary matters, including statements of programme budget implications and revised programme budget proposals, in accordance with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The component will also provide substantive services on programmatic and budgetary issues to the Fifth Committee of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions, including through engagement with Member States from the early stages of the preparation of the programme budget. Furthermore, the component will provide online tools accessible to Member States in order to facilitate deliberations on budgetary matters. This work is expected to result in increased transparency and strengthened dialogue between the Secretariat and Member States. Past results in this area include positive feedback from the Advisory Committee with regard to details on the proposed travel plans for 2020 and prospective consultancy engagements made available in the supplementary information in order to proactively facilitate review of the budget proposal by Member States.

29A.107   To contribute to the effective and efficient management of resources, the component will provide strategic guidance on budgeting and financial stewardship including on managing the spending authorities; develop policies, methodologies and tools in that regard; and provide advice on all budgetary matters. The work is expected to result in the prudent use of resources, factoring in the liquidity constraints. Past results in this area include the mitigation by programme managers of the negative impact of the liquidity challenges.

Programme performance in 2019 against planned result

29A.108   A planned result for 2019, which is increased contribution to the decision-making process of Member States on issues relating to the annual programme plan and programme budget and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals, as referred to in the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), was not fully achieved, as evidenced by the fact that 97.4 per cent of reports were submitted by the documentation deadline in order to allow for simultaneous publication in all official languages, compared with the target of 100 per cent. This involved the timely submission of the proposed programme budget for 2020 involving about 750,000 words, and 28 other budget-related reports. Two reports relating to the second performance reports, involving approximately 11,000 words, were submitted late due to

competing demands to mitigate the adverse effects of the liquidity problems and to respond to an increased number of questions arising from the intergovernmental review process.

Programme performance in 2019: positive refinement of expenditure analysis as recognized by the Advisory Committee on Administrative and Budgetary Questions

29A.109   In accordance with established practice, the proposed programme budget is recosted prior to its adoption by the General Assembly. The challenge was that the Secretariat lacked adequate visibility on currency exposure, limiting the Secretariat's ability to effectively forecast budget estimates as they relate to currency requirements. Similarly, previous systems did not allow for disaggregation of standard post costs beyond 15 locations, which limited the ability to precisely estimate requirements relating to post changes.

29A.110   The component leveraged the functionalities of Umoja to address those shortcomings. For the proposed programme budget for 2020, the recosting was done using the strategic planning, budgeting and performance management solution in Umoja. Assumptions underpinning recosting were improved using expenditure analyses, in particular with regard to exchange rates and inflation, standard costs for payroll and common staff costs, and vacancy rates. Previously, only 12 currencies were factored in but the new approach uses requirements for 73 currencies. For salary costs, improved visibility in Umoja helped expand the analysis and use of standards from 18 to 121 duty stations. Similarly, percentages of common staff costs to net salaries were disaggregated between Professional and higher and General Service and related categories of staff, and cost-of-living adjustments were disaggregated for the General Service and related categories and National Professional Officers.

Progress towards the attainment of the objective, and performance measure

29A.111   This work contributed to the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans and on the resources required for the work of the Secretariat in line with its mandates, as demonstrated by the recommendations of the Advisory Committee on Administrative and Budgetary Questions (A/74/7/Add.31), noting positive developments and recommending the continued refinement of expenditure analyses.

Table 29A.18
Performance measure

2015	2016	2017	2018	2019
Additional certainty and reduced budget volatility owing to fluctuation of exchange rates, following General Assembly resolution 67/246, in which the Secretary-General is authorized to use forward purchasing to protect the United Nations against exchange rate fluctuations	Additional certainty and reduced budget volatility owing to fluctuation of exchange rates through expanded forward purchasing	Additional certainty and reduced budget volatility owing to fluctuation of exchange rates through expanded forward purchasing	Additional certainty and reduced budget volatility owing to fluctuation of exchange rates through expanded forward purchasing	Endorsement by the General Assembly in resolution 74/250 of the recommendation by the Advisory Committee on Administrative and Budgetary Questions noting positive developments in terms of more precise estimates of exchange rates; additional certainty through expanded forward purchasing

Planned results for 2021

Result 1: Results.un.org – holding the Secretariat accountable for its work and deepening the understanding of its contribution to results (result carried over from 2020)

29A.112   The component will continue the work relating to the programmatic dashboard, in line with its mandate, and will assist Member States in deepening their understanding of the work of the Secretariat and strengthen the accountability of the Secretariat for its work, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 29A.19
Performance measure

2017	2018	2019	2020	2021
N/A	Feedback on parliamentary documentation and budget process	Feedback on parliamentary documentation and budget process	Positive feedback on parliamentary documentation and an online portal, and positive feedback that the budget process and format contribute to a more results-oriented culture	Member States benefit from easier access to richer programmatic information

Abbreviation: N/A, not applicable.

Result 2: enhanced accessibility of budgetary information through use of an information portal (new result)

29A.113   To facilitate their deliberations on budgetary matters, Member States have requested of the Secretariat that it provide the budgetary information presented in the proposed programme budget disaggregated in different ways.

Internal challenge and response

29A.114   The challenge for the component was to provide the requested information in a timely fashion to support intergovernmental deliberations.

29A.115   In response, the component will work with the Umoja team to provide Member States with an entry point into certain Umoja data, in the form of a dashboard, so that specific types of information can be made available proactively at the start of deliberations, for the benefit of Member States, building on an analysis of repeatedly asked questions.

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

29A.116   This work is expected to contribute to effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans and on the resources required for the work of the Secretariat in line with its mandates, which would be demonstrated by Member States using the new dashboards to review budget proposals, and through formal feedback from Member States confirming that the intergovernmental review process was facilitated by more readily available and structured information.

Table 29A.20
Performance measure

2017	2018	2019	2020	2021
Understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions	Understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions	Understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions	Understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions; views expressed by Member States on the format and structure of information to be sought through the new portal	Understanding by Member States of budget proposals through reports, supplementary information, responses to written questions and instantaneously through the new dashboard; formal feedback from Member States indicating that the instantaneously available information facilitated the intergovernmental process

Legislative mandates

29A.117   The list below provides all mandates entrusted to the component.

General Assembly resolutions

2617 (XXIV)	Study of the nature of the increases in the level of expenditure in the United Nations regular budget	55/231	Results-based budgeting
41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213	74/251	Programme planning
		74/262	Questions relating to the proposed programme budget for 2020

Deliverables

29A.118   Table 29A.21 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 29A.21
Subprogramme 2, component 3: 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)	**71**	**76**	**71**	**81**
1. Reports to the General Assembly on the proposed programme budget, including programme plan and performance information	47	48	47	48
2. Reports to the General Assembly on the proposed budget, and the revised estimates for the International Residual Mechanism for Criminal Tribunals	3	3	3	3
3. Reports to the General Assembly on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council and the Human Rights Council	2	2	2	2
4. Statements to the General Assembly on the programme budget implications of draft resolutions	8	3	8	8
5. Ad hoc reports and conference room papers to the General Assembly on financial and budgetary matters	11	20	11	20
Substantive services for meetings (number of three-hour meetings)	**125**	**176**	**120**	**176**
6. Meetings of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	67	97	67	97
7. Hearings of the Advisory Committee on Administrative and Budgetary Questions	58	79	53	79
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**109**	**86**	**109**	**99**
8. Oral statements of programme budget implications arising from draft resolutions	93	80	93	93
9. Letters to the Advisory Committee on Administrative and Budgetary Questions on extrabudgetary posts or positions at the level of D-1 and higher	16	6	16	6

C. Substantive deliverables

Consultation, advice and advocacy: Briefings for Member States on programme planning and budgetary matters; advice on the potential budgetary implications of 500 draft resolutions of main committees of the General Assembly.

E. Enabling deliverables

Administration: Expert advice and guidance on budgetary issues and policies relating to programme planning and budgeting for 28 programmes and 41 budget sections.

Subprogramme 3
Human resources

Component 1
Global strategy and policy

Objective

29A.119   The objective, to which this component contributes, is to ensure a decentralized, agile, field-focused management paradigm, for the effective and transparent management of human resources and a high-performing, diverse and engaged workforce.

Strategy

29A.120   To contribute to a decentralized, agile, field-focused management paradigm, the component will: (a) promote a diverse, inclusive, gender-balanced workforce that represents the diverse peoples of the world and enhances the Organization's ability to perform; (b) simplify and streamline the management policies that will underpin a modern management framework in response to evolving business needs; (c) maintain levels of innovation, remain competitive and improve efficiency of programmatic delivery to end-beneficiaries; and (d) improve organizational culture and branding by becoming more people-oriented. The component will continue to provide authoritative policy interpretation to ensure consistency, fairness and equitable treatment of staff in the global Secretariat; provide services and advice on job classification and compensation for locally recruited staff members; and oversee the setting of salaries and benefits for locally recruited staff members by applying International Civil Service Commission (ICSC) methodologies, which will benefit from the ongoing review of the methodology. The component will actively engage with management on all aspects of relations between staff and management and work with other organizations of the United Nations common system of salaries and allowances to advance the work of the High-level Committee on Management and the Human Resources Network of the United Nations System Chief Executive Board for Coordination, and through ICSC, including by leading the implementation of the United Nations workplace mental health and well-being strategy across the United Nations system.

29A.121   This is expected to result in a set of human resources policies that managers can use to exercise their delegated authority effectively and in full compliance with the Organization's legislative mandates and internal policies. Those policies will primarily be client-focused, evidence-based and developed on the basis of best practices and jurisprudence, which will enable the Organization to achieve transformative value. It is expected to drive smoother operations and more effective delivery of mandates, for instance, following the implementation of new and revised policies on the management and administration of the United Nations Secretariat workforce. The effective provision of job classification services is expected to result in a more even application of classification standards and increase transparency regarding the responsibilities of posts across the Organization. The work of the component is also expected to result in salary scales for locally recruited staff that accurately reflect the guiding principles of compensation for such staff. The inter-agency work of the component is expected to result in the roll-out of the workplace mental health and well-being strategy across the United Nations common system and, by engaging with the Human Resources Network and ICSC on key human resources actions, have a direct impact on the conditions of service of staff.

29A.122   Past results in those areas include the simplification and streamlining of human resources policies and the provision of authoritative policy advice, including with regard to conditions of service for staff in field locations. The initial launch of a new online policy portal has been one element of that work. Results in that area also include the provision of job classification services and advice to entities across the Secretariat and the implementation of salary surveys for locally recruited staff members across the United Nations system. Work streams of the workplace mental health and well-being strategy have been intensified through inter-agency collaboration.

29A.123   To contribute to the effective and transparent management of human resources and a high-performing, diverse and engaged workforce, the component will continue to improve talent management in the Organization and, in particular, work towards: (a) implementing a new approach to mobility; (b) reassessing the competency framework and universality of candidate assessment methods; (c) improving the Organization's ability to assess its present and future staffing needs to attract the best talent through strategic outreach and to achieve gender equality and geographical diversity; and (d) developing the skills necessary to meet new and emerging challenges in serving the world. The work is expected to result in improved, strategic, integrated and more effective talent management.

29A.124   Past results in those areas include human resources management reforms undertaken by the Secretariat over the past decade. They were focused on creating solid building blocks for a

geographically diverse workforce that was stable and had a steady, static range of skills and competencies needed by the Organization. The operating environment of the United Nations, however, is continually evolving with changes in mandates, priorities and strategies, resulting in shifting skills requirements and workforce needs. The rapidly changing external environment, accelerated by the new focus on the greening of economies and technology advances, such as digitization and artificial intelligence, have contributed to shifts in skills and workforce needs. One objective of the workplace mental health and well-being strategy is to enhance the engagement of personnel and activities specifically focused on that issue will be conducted.

Programme performance in 2019 against planned result

29A.125   A planned result for 2019, which is the enablement of staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services, as referred to in the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), was achieved, as evidenced by the six new learning and career support mechanisms made available to staff members, compared with the target of five: (a) courses through LinkedIn Learning; (b) the executive management programme for mid-level managers; (c) change management interventions and training for departments and staff affected by United Nations reforms; (d) enhanced team-building support for departments and offices; (e) increased availability of language licenses for language learning outside Headquarters duty stations; and (f) a more robust induction process, including executive coaching for senior leaders joining the Organization. The following mechanisms continued to be offered and delivered: United Nations Leaders Programme; Leadership, Women and the United Nations Programme; Young Professionals Programme; and training in competency-based interviews.

Programme performance in 2019: streamlined policy framework

29A.126   The year 2019 was pivotal for the component, given the overall context of reform and the particular objectives of management reform. The component consolidated a broad set of proposed amendments to the Staff Regulations and Rules of the United Nations for consideration by the General Assembly. The amendments constituted the first ever review of the Staff Regulations and Rules in their entirety. As part of that work, the component reached the halfway mark in its review of some 600 administrative issuances that make up the human resources policy framework. A number of new and revised policies were issued on such topics as: flexible working arrangements; addressing discrimination, harassment, including sexual harassment and abuse of authority; environment; social media; and special entitlements for designated duty stations. Within the Human Resources Network and ICSC, the component ensured full engagement of the Secretariat on issues such as parental leave and post adjustment for internationally recruited staff members.

Progress towards the attainment of the objective, and performance measure

29A.127   This work contributed to the decentralized, agile, field-focused management paradigm for the effective and transparent management of human resources and a high-performing, diverse and engaged workforce, as demonstrated by revised, modernized policies available to managers exercising their increased delegated authority. The comprehensive review and streamlining of the policy framework was initiated in 2017. In 2018, the initiative was rolled out broadly with a focus on preparing amendments to the Staff Regulations and Rules, in collaboration with the United Nations funds and programmes governed by them. The volume of issuances reviewed in 2018 was significant, given that it included those that required little action to be taken, such as the abolition of all those that were obsolete.

29A.128   The year 2019 was a milestone for the implementation of the new delegation of authority, whereby broader responsibilities were assigned to entity heads, enabling decision-making closer to the point

of service delivery. That entailed an initiative to review the policy-related aspects of the delegation of authority framework and ensure that it is comprehensive and clear enough to empower managers and staff in the application and adaptation of the new agile accountability framework to the new business realities. The initiative continues, however, as envisaged and remains an area of focus.

Figure 29A.IX
Performance measure: newly streamlined policy instruments made available
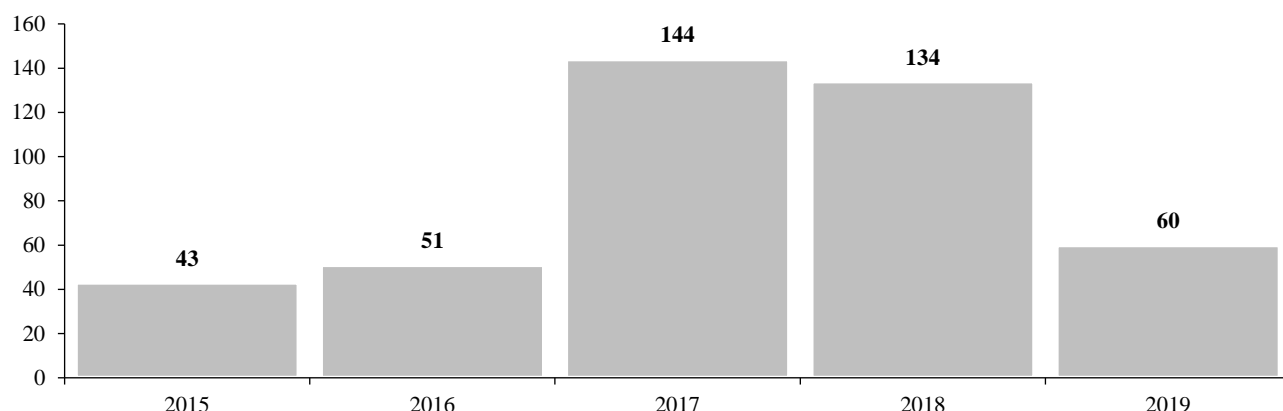
Planned results for 2021

Result 1: realignment of the human resources policy framework to support the transition to a decentralized, field-focused management paradigm (result carried over from 2020)

29A.129   The component will continue the work relating to the realignment of the human resources policy framework in order to adapt policies to the new, decentralized and field-focused management paradigm, in line with its mandate, and will empower Secretariat entities to effectively and responsibly exercise their delegated authority for human resources management in support of innovative, field-friendly business models, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 29A.22
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	Clients in Secretariat entities engaged in identifying areas for the simplification and revision of the regulatory framework	Continued simplification and revision of the regulatory framework, including detailed matrix on new delegation of authority; client needs integrated	Feedback from clients throughout the Secretariat indicating the positive impact of the revised regulatory framework on the effective management of human resources,	Continued simplification and revision of the regulatory framework; client needs integrated into the revised policies; feedback from clients throughout the Secretariat indicating the

2017	*2018*	*2019*	*2020*	*2021*
		into the revised policies	including in the field	positive impact of the revised regulatory framework on the effective management of human resources, including in the field

Abbreviation: N/A, not applicable.

Result 2: more diverse and inclusive work force (new result)

29A.130   Upon taking the oath of office, the Secretary-General pledged that increasing geographical diversity would be among his reform priorities. The diversity and complexity of the global United Nations presence and mandates must be matched by a diverse, geographically balanced, gender-balanced, international and multitalented workforce that is truly representative of, and benefits, all the peoples that the Organization serves.

29A.131   The component has consistently engaged with Member States, in particular those that are unrepresented or underrepresented and troop- and police contributing countries, to raise awareness among their nationals about job and career opportunities with the Organization. Furthermore, to support the desired success of such talent, the component has guided them on the Organization's recruitment procedures and processes, provided advice on how to prepare an application, apply and prepare for assessments. The component has also supported managers in attracting talent, especially for specialized positions, to meet operational requirements.

29A.132   The component has developed a strategy to further improve geographical diversity. The component will first analyse the needs for talent across the Organization through strategic workforce planning. The component will then attract talent to fill such gaps. It will conduct targeted outreach by identifying new channels to reach talent with the needed expertise, skills and competencies. It will also make more effective use of innovative solutions.

Internal challenge and response

29A.133   While it remains a priority for the United Nations to attract and build a diverse workforce, the challenge for the component was the slow progress in improving representation, including the low level of recruitment from unrepresented and underrepresented countries against geographical posts.

29A.134   In response, the component will develop a strategy and work on multiple streams to improve geographical diversity. It will identify new outreach channels and tailor outreach activities to the talent gaps identified. Outreach and recruitment will focus on the required skills for the future and attract new talent, including qualified youth and women, especially from unrepresented and underrepresented countries. The component will strengthen partnerships with Member States, entities within the United Nations Secretariat, including the resident coordinator system, and other United Nations organizations, in an effort to maximize synergies and promote the United Nations as the employer of choice. It will also work with professional networks, academia and civil society around the globe. Furthermore, the component will internally raise awareness of the importance of geographical diversity and enhance knowledge and understanding among senior management and hiring managers of the need to make the utmost effort to achieve a diverse and inclusive workforce while securing the highest standards of efficiency, competence and integrity.

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

29A.135 This work is expected to contribute to the decentralized, agile, field-focused management paradigm, for the effective and transparent management of human resources and a high-performing, diverse and engaged workforce, which would be demonstrated by the acquisition from a broader range of Member States of qualified talent with expertise, skills and competencies that, taking into account external trends, meet the Organization's current and future needs, and thereby a reduction in the number of unrepresented and underrepresented countries.

Figure 29A.X
Performance measure: number of unrepresented and underrepresented Member States, 2017–2021
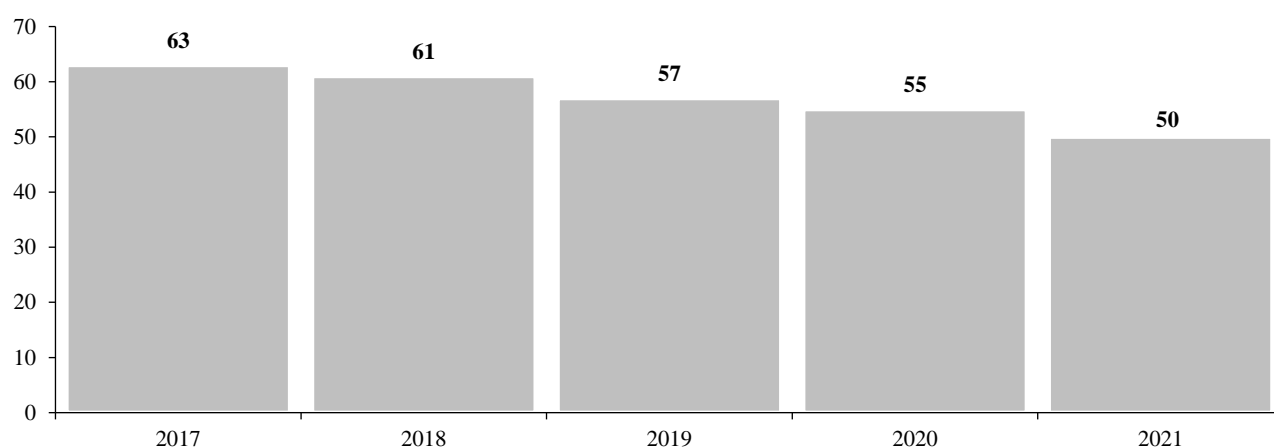
Legislative mandates

29A.136 The list below provides all mandates entrusted to the component.

General Assembly resolutions

52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations	61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
58/144	Improvement of the status of women in the United Nations system		
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda	63/271	Amendments to the Staff Regulations
		68/265	Mobility framework
		72/254	Human resources management
		74/254	Seconded active-duty military and police personnel
		74/255 A and B	United Nations common system

Deliverables

29A.137 Table 29A.23 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 29A.23
Subprogramme 3, component 1: 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**	**10**	**5**	**5**
1. Reports to the General Assembly	11	10	5	5
Substantive services for meetings (number of three-hour meetings)	**45**	**286**	**133**	**115**
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	10	148	6	7
3. Meetings of the Fifth Committee of the General Assembly	35	54	35	20
4. Meetings of the International Civil Service Commission		84	92	88

E. Enabling deliverables

Administration:

Strategy and policies: policy documents and tools on human resources policies and procedures, including on conditions of service and the enhanced delegation of authority (2); expert advice and authoritative guidance on human resources-related rules and policies (500); salary surveys; and provision of classification advice and related appeals.

Talent management and outreach: Talent management strategies, policies, processes and tools pertaining to diversity, inclusion, mobility and outreach, leveraging innovation, creativity and best practices; outreach with a focus on online channels and platforms, and face-to-face activities, including five targeted outreach missions in unrepresented and underrepresented countries and participation in eight job fairs organized with academia and other professional networks; servicing of staff management bodies, including the Staff-Management Committee; strategic workforce planning framework and human resources analytics; and online and ad hoc reports for Member States on human resources information, including support for more than 180 users in permanent missions (100).

Organizational learning, performance management and staff development: strategies, programmes and tools to build leadership and management capacity, including the launch of the e-management certificate programme for all staff members with first reporting officer responsibilities; continuation of the United Nations System Executive Management Programme for 150 staff members at the P-4 and P-5 levels; management and leadership development programmes, including the United Nations Leaders Programme for 40 D-1 and D-2 staff members; support for the participation of 11 female staff members in the Leadership, Women and the United Nations Programme; leadership programmes and senior leadership support programmes for Assistant Secretaries-General and Under-Secretaries-General; strategic advice, tools and guidance on organizational development, including staff engagement survey, multilingualism, diversity and inclusion; development and support for professional and substantive skills development programmes, including six mandated corporate learning programmes, as well as substantive skills programmes; strategies and tools for career development and growth; frameworks, strategies, tools and guidance on performance management.

Internal justice and oversight: Serving as expert witness for testimonies to the United Nations Dispute Tribunals on matters of policy, compensation and conditions of service.

Component 2
Administrative law

Objective

29A.138   The objective, to which this subprogramme contributes, is to strengthen accountability in line with the standards of conduct by all categories of personnel.

Strategy

29A.139   To contribute to the strengthened accountability in line with the standards of conduct by all categories of personnel, the subprogramme will develop, deploy and use a global case management system and identify lessons learned, including in relation to critical incidents affecting the well-

being and safety of staff, and develop tools and guidance material for senior leaders, which is expected to result in enhanced oversight and monitoring of matters that affect the reputation of the Organization, the timely review and handling of misconduct matters and well-informed decision-making by senior managers.

29A.140   The subprogramme will also engage in capacity-building, including through the ALD Connect online information-sharing platform, direct outreach to senior managers and ongoing development of tools and guidance materials to support senior managers in carrying out their responsibilities and exercising their authority, which is expected to result in well-informed decision-making by senior managers.

29A.141   The subprogramme will also review disciplinary matters for sanctioning purposes, represent the Secretary-General before the United Nations Dispute Tribunal with regard to appeals against administrative decisions, continue to expand screening for integrity for the Secretariat and continue to review and update policies relating to the conduct of personnel, which is expected to result in an enhanced culture of individual accountability.

29A.142   Past results in this area include the representation of the Secretary-General with regard to appeals against administrative decisions before the United Nations Dispute Tribunal, the handling of disciplinary matters concerning staff members, the promulgation of an updated policy on harassment, the development of the Clear Check screening database, and the establishment of a global network of conduct and discipline practitioners.

Programme performance in 2019 against planned result

29A.143   A planned result for 2019, which is policies, processes and programmes that support organizational culture, as referred to in the report of the Secretary-General entitled "Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), was nearly achieved, as evidenced by the fact that 96 per cent of all allegations of serious misconduct were reported and reviewed within seven days of receipt, compared with the target of 100 per cent. It should be noted that this expected achievement only applied to peacekeeping entities, as the misconduct tracking system had not yet been expanded globally.

29A.144   In addition, in furtherance of the overall culture shift in the Organization, an enhanced approach to the prevention of harassment was adopted and is reflected in the new policy entitled "Addressing discrimination, harassment, including sexual harassment, and abuse of authority" (ST/SGB/2019/8).

Programme performance in 2019: establishment of a Secretariat-wide network of conduct and discipline focal points

29A.145   In 2019, the component established ALD Connect, a global network of conduct and discipline practitioners that is supported by an online information-sharing platform and builds on the existing network of conduct and discipline practitioners in peacekeeping operations. The network will support and empower entity heads across the Secretariat to exercise their responsibilities with regard to conduct and discipline matters. In 2019, the component organized a number of learning activities to raise awareness of policies relating to unsatisfactory conduct (including the updated policy on harassment described below) and to present the new misconduct risk management tools. An online platform was developed to foster collaboration, knowledge-sharing and communication across Secretariat entities.

29A.146   The component updated the policy on harassment, reflecting an enhanced approach to prevention. Under the new policy, entitled "Addressing discrimination, harassment, including sexual harassment, and abuse of authority" (ST/SGB/2019/8), the affected individual is assured of support. The policy also provides for greater transparency in the handling of formal complaints and sets forth

prevention and monitoring efforts required of entity heads. Guidance materials have been deployed for lay panel investigators and in-person training sessions have been conducted.

29A.147   From January 2019, the newly established component consolidated existing work with regard to representing the Secretary-General in appeals against administrative decisions before the United Nations Dispute Tribunal and the handling of disciplinary matters concerning staff members, and serving peace operations on conduct and discipline matters, with a new capacity focused on critical incident response.

29A.148   The component also continued to expand screening for integrity for the Secretariat. Specifically, the Clear Check screening database, which was designed to vet personnel during pre-screening as part of the recruitment process, was expanded to include sexual harassment, thereby strengthening accountability across the United Nations system. Clear Check enables vetting by all participating United Nations entities against prior instances of sexual exploitation and abuse or sexual harassment.

Progress towards the attainment of the objective, and performance measure

29A.149   This work contributed to strengthened accountability in line with the standards of conduct by all categories of personnel, as demonstrated by informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities through the establishment of ALD Connect focal points in all Secretariat entities, the training and briefing sessions organized in 2019 and the guidance materials made available on the online platform.

Table 29A.24
Performance measure

2015	*2016*	*2017*	*2018*	*2019*
Network of conduct and discipline practitioners limited to peacekeeping operations	Network of conduct and discipline practitioners limited to peacekeeping operations	Network of conduct and discipline practitioners limited to peacekeeping operations	Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities

Planned results for 2021

Result 1: Integrated approach to upholding the highest standards of conduct (result carried over from 2020)

29A.150   The component will continue the work relating to a strengthened and holistic response to conduct issues in the Secretariat, in line with its mandate, and will increase awareness and understanding in Secretariat entities of the internal legal framework, including standards of conduct for United Nations personnel, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 29A.25
Performance measure

2017	2018	2019	2020	2021
N/A	Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	Structured knowledge-sharing among conduct and discipline practitioners from all Secretariat entities through ALD Connect	Following development of the global case management system, the network of conduct and discipline practitioners will be utilizing the system fully to record, monitor and track matters

Abbreviation: N/A, not applicable.

Result 2: deployment of a Secretariat-wide case management tracking system (new result)

29A.151   In 2021, the component will promote strengthened accountability throughout the Secretariat by ensuring that tools and guidelines are in place to disseminate knowledge about conduct and discipline matters, facilitating the tracking and monitoring of matters, implementing effective prevention measures, and handling disciplinary matters and appeals before the United Nations Dispute Tribunal on behalf of the Secretary-General. The component will draw on lessons learned to refine the tools and guidance to senior leadership.

29A.152   Specifically, the component will fully deploy a global case management system and related dashboards, which will enable global oversight and monitoring of conduct and discipline matters. That, in turn, will facilitate the identification of trends that will feed into policy development, as well as induction programmes and outreach to senior managers to ensure a strengthened approach to accountability throughout the Secretariat.

29A.153   The component will ensure that vetting is conducted throughout the Secretariat following the establishment of the case management system and related technology to facilitate automation. Personnel will be screened for prior records of misconduct while in the service of the Organization. That will contribute to strengthened accountability by ensuring that personnel serving with the Organization embody the highest standards of integrity, as mandated in Article 101 of the Charter.

Internal challenge and response

29A.154   The challenge for the component was the lack of a single, unified system for case management throughout the Secretariat, which made it difficult to monitor trends and identify lessons learned to support a shift in organizational culture towards greater accountability and ensure a consistent approach to conduct throughout the Organization.

29A.155   In response, the component will build capacity for entity heads throughout the Secretariat to exercise their responsibilities with regard to conduct and discipline matters through: full deployment of the global case-management system and expansion of screening for prior records of misconduct, capacity-building of the ALD Connect network, including training for ALD Connect focal points and resource materials on the online platform, and enhanced induction programmes for senior leaders.

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

29A.156   This work is expected to contribute to strengthening accountability in line with the standards of conduct by all categories of personnel, which would be demonstrated by the full utilization of the global case management system to record, monitor and track all conduct and discipline matters.

Table 29A.26
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
Network of conduct and discipline practitioners limited to peacekeeping operations	Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners form all Secretariat entities	Structured knowledge-sharing among conduct and discipline practitioners from all Secretariat entities through ALD Connect	Following development of the global case management system, the network of conduct and discipline practitioners will be utilizing the system fully to record, monitor and track matters

Deliverables

29A.157   Table 29A.27 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 29A.27
Subprogramme 3, component 2: 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 for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**45**	**19**	**20**	**20**
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	10	4	5	5
3. Meetings of the Fifth Committee of the General Assembly	35	9	7	7
4. Meetings of the Special Committee on Peacekeeping Operations	–	2	2	2
5. Meetings of the Fourth Committee of the General Assembly	–	1	2	2
6. Meetings of the Sixth Committee of the General Assembly	–	1	3	3
7. Meetings of the Committee for Programme and Coordination	–	2	1	1
C. Substantive deliverables				

Consultation, advice and advocacy: Provision of best practices and lessons learned on conduct issues to other international organizations (such as the African Union, North Atlantic Treaty Organization and United Nations System Chief Executives Board for Coordination entities); advocacy with Member States on conduct and discipline issues.

Databases and substantive digital materials: Management of public database and website relating to conduct and discipline (up to four updates to website content).

		2019 planned	2019 actual	2020 planned	2021 planned
Category and subcategory					

E. Enabling deliverables

Administration: Implementation and oversight, including updating, of the Organization's conduct and discipline policies; development and maintenance of the strategic framework for response to critical incidents in order to support business continuity and meet the Organization's duty of care obligations, including staff safety and security.

Internal justice and oversight: Representation of the Secretary-General before the United Nations Dispute Tribunal in cases challenging administrative decisions, including challenges to disciplinary sanctions (approximately 250 cases); facilitation of informal dispute resolution in partnership with relevant Secretariat entities; advice on conduct and discipline and administration of justice matters; advice on critical incidents; creation of the ALD Connect network; maintenance of databases on conduct issues, victim assistance, administrative appeals and disciplinary matters referred, including integrated data analysis.

Subprogramme 4
Business transformation and accountability

Objective

29A.158   The objective, to which this subprogramme contributes, is to ensure a results-oriented, data-driven, resilient and sustainable Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements.

Strategy

29A.159   To contribute to a results-oriented, data-driven, resilient and sustainable Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements, the subprogramme will reinforce the Organization's systems of accountability by: evaluating overall organizational performance trends; assessing the alignment of roles and responsibilities and monitoring the exercise of delegated authority; monitoring the senior managers' compacts; mainstreaming the use of evaluation as part of the programme planning cycle; and coordinating the Secretariat's interaction with oversight bodies and identifying trends in their recommendations. The subprogramme will carry out capacity-building activities to support all United Nations entities in identifying, assessing, evaluating and controlling risk, using an enterprise risk management approach, and will support the achievement of mandated programmatic results by training all entities in results-based management. The subprogramme will also provide entities with access to management data from Secretariat systems and analytical tools enabling data-driven decision-making, and lead and coordinate the Secretariat's portfolio of business transformation projects, such as with regard to the availability of a comprehensive business intelligence platform. The work is expected to result in a reinforced accountability culture in the Organization in the areas of risk awareness and monitoring performance, and greater access to and use of enterprise data in decision-making and programme delivery.

29A.160   Past results in this area include the creation of a network of over 140 focal points from 82 entities, thereby facilitating the completion of the revised Secretariat-wide Risk Register and the identification of 14 critical areas of operational and strategic risks, as well as the launch and roll-out of an overarching management dashboard comprising more than 15 administrative indicators in areas such as human resources, finance and travel to help to enhance decision-making by entity heads and support them in their exercise of the new delegation of authority responsibilities.

Programme performance in 2019 against planned result

29A.161   A planned result for 2019, which is strengthened accountability throughout the Secretariat, as referred to in the report of the Secretary-General entitled "Shifting the management paradigm in the

United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability" (A/72/492/Add.2), was achieved, as evidenced by the meeting of the target of 100 per cent completion rate by all senior managers of annual performance assessments for review by the Management Performance Board and the Secretary-General.

Programme performance in 2019: empowered and accountable managers to support programme delivery

29A.162   Central to the success of the new management paradigm was the alignment of decision-making authority with the responsibility for programme delivery, leading to greater accountability and transparency. The new delegated authority framework shifted decision-making closer to the point of delivery.

29A.163   The subprogramme designed, developed and deployed the new system of delegation of management authority from the Secretary-General to entity heads, delivering it on schedule on 1 January 2019. It worked with the Office of Legal Affairs to develop the legal framework for the new system and the instruments of delegation and subdelegation as well as an accountability framework for monitoring the exercise of decision-making authority to accompany the new delegations.

29A.164   The subprogramme also facilitated the issuance of 232 delegations from the Secretary-General to entity heads and over 4,700 subdelegations, which provided more flexibility for entity heads and managers. All delegations and subdelegations were issued and managed through an online portal, increasing transparency and internal controls.

Progress towards the attainment of the objective, and performance measure

29A.165   This work contributed to ensuring a results-oriented, data-driven, resilient and sustainable Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements, as demonstrated by the number of accepted delegations and subdelegations and positive feedback from various departments. More specifically, 232 direct delegations from the Secretary-General were issued to entity heads in 2019. Overall, the delegated authority had a positive impact on the way in which the Secretariat was able to deliver results, including in the area of human resources management. The added authority improved the entire business model of service delivery, shortening the decision-making cycle and making the system more agile in its reaction to evolving crises and operations. The Office for the Coordination of Humanitarian Affairs, for example, reported that the enhanced delegation of authority for the procurement of transport services enabled a swift and expedited humanitarian response to cyclone Idai in Mozambique.

Figure 29A.XI
Performance measure: direct delegations from the Secretary-General to entity heads
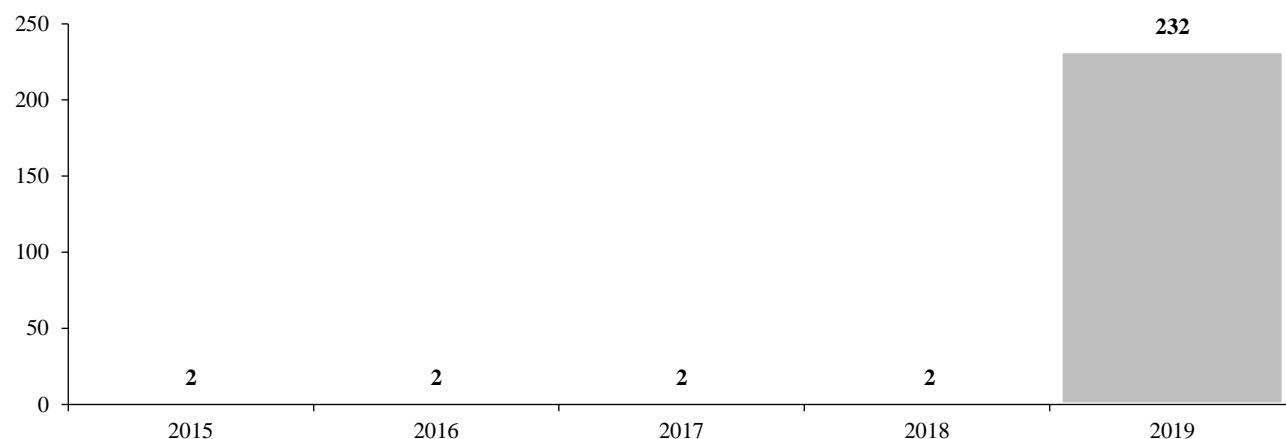
Planned results for 2021

Result 1: Programme managers using evidence-based systems for improved decision-making and performance (result carried over from 2020)

29A.166   The subprogramme will continue the work relating to technologically advanced analytic and monitoring tools and integrated solutions, in line with its mandate, and will help Secretariat entities to use those tools and solutions for improved decision-making and performance, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect the fact that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution 71/6 and the deliverables for 2020.

Table 29A.28
Performance measure

2017	*2018*	*2019*	*2020*	*2021*
N/A	Limited stand-alone systems to support decision-making and performance monitoring and reporting	First use of integrated and evidence-based systems to support decision-making and performance monitoring and reporting	Integrated and evidence-based systems in place and contributing to better information and feedback for programme performance and mandate delivery to support decision-making throughout the Secretariat	Increase in the usage of programme performance dashboards

Abbreviation: N/A, not applicable.

Result 2: Business Intelligence takes off (new result)

29A.167   Over the years, the Organization has invested in and built comprehensive management systems, such as Umoja, Inspira and others, including reporting capabilities. Users, however, often spend much time and effort on deriving and combining the information they need from multiple sources, while encountering gaps in the data available to them. As a result, managers often do not utilize data to the fullest extent possible in the decision-making process.

29A.168   The subprogramme has undertaken an ambitious business transformation project to create a single management data platform with data from multiple sources, starting with Inspira and Umoja. The goal is to create a "one-stop shop" or a "common data warehouse" for corporate and management data. With a view to accomplishing that goal, the subprogramme has developed a detailed project plan for unifying the data streams from supply chain management, finance, budget, human resources and other management areas.

Internal challenge and response

29A.169   The challenge for the subprogramme was to expand access to data for monitoring performance and facilitating decision-making. More specifically, only a limited number of staff members had the high degree of specialized knowledge necessary to effectively retrieve and combine data from various sources.

29A.170   In response, the subprogramme will, starting in 2020 and continuing in 2021, leverage the existing expertise to provide a user-friendly platform, including an integrated management dashboard, to reach a larger number of users. The platform will encompass all managerial functions to support entities in monitoring their performance and making informed decisions.

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

29A.171   This work is expected to contribute to a results-oriented, data-driven, resilient and sustainable Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements, which would be demonstrated by the increased number of active Secretariat users of the integrated management dashboard platform from 800 in 2020 to 1,200 in 2021.

Figure 29A.XII
Performance measure: active users of the integrated management dashboard, 2017–2021
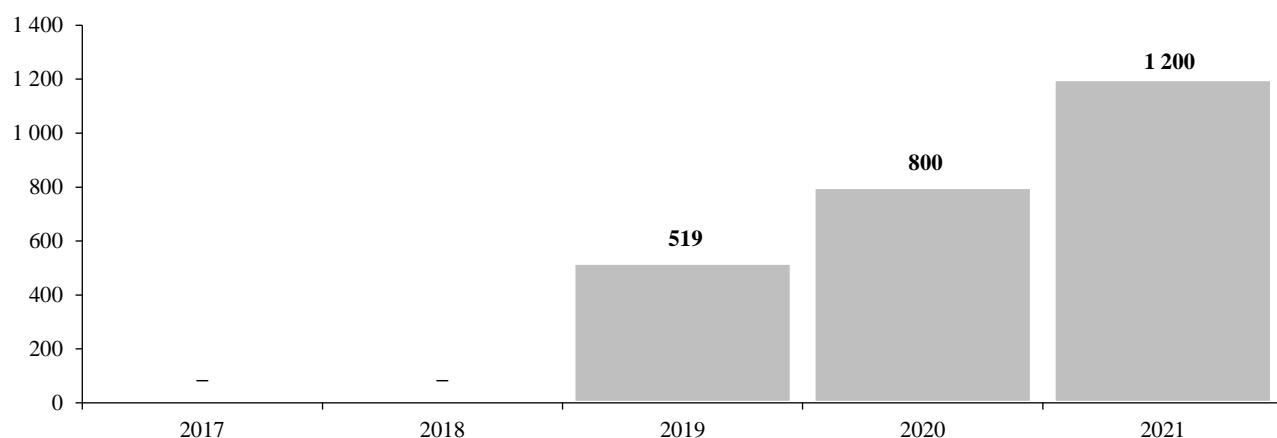
Legislative mandates

29A.172   The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244	64/259	Towards an accountability system in the United Nations Secretariat
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	72/219	Protection of global climate for present and future generations of humankind
		73/279 B	Special subjects relating to the programme budget for the biennium 2018–2019
63/276	Accountability framework, enterprise risk management and internal control framework and results-based management framework	73/289	Progress towards an accountability system in the United Nations Secretariat

Deliverables

29A.173   Table 29A.29 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 29A.29
Subprogramme 4: 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)	**4**	**4**	**4**	**3**
1. Report to the General Assembly on accountability	1	1	1	1
2. Report of the Secretary-General on the implementation of the recommendations of the Board of Auditors	3	3	3	2
Substantive services for meetings (number of three-hour meetings)	**26**	**30**	**27**	**26**
3. Hearings of the Advisory Committee of Administrative and Budgetary Questions	12	6	13	8
4. Meetings of the General Assembly	10	21	10	15
5. Meetings of the Independent Audit Advisory Committee	4	3	4	3
E. Enabling deliverables				

Administration: Workshops on enterprise risk management, results-based management, oversight focal points, data analytics and management dashboards; online training in evaluation and the Environmental Management System; annual reporting on Secretariat-wide environmental sustainability performance; quarterly key performance indicators report covering more than 230 entities with a delegation of authority; update and maintenance of the Secretariat-wide Risk Register; senior managers' compacts performance assessment for 50 entity heads; outreach and advocacy campaigns to raise awareness of fraud and corruption risks, environmental sustainability management, and organizational resilience management and evaluation; and continuous improvements in management dashboards and analytics.

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

Overview

29A.174   The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 29A.30 to 29A.32.

Table 29A.30
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	40 510.4	38 984.7	–	–	–	–	–	38 984.7	1 135.8	40 120.5
Other staff costs	2 120.8	1 572.0	–	197.8	–	197.8	12.6	1 769.8	49.2	1 819.0
Hospitality	–	0.4	–	–	–	–	–	0.4	–	0.4
Consultants	414.8	158.5	–	–	0.2	0.2	0.1	158.7	3.0	161.7
Travel of staff	1 062.9	525.6	–	–	–	–	–	525.6	10.1	535.7
Contractual services	6 609.0	7 279.8	–	4.5	726.5	731.0	10.0	8 010.8	152.1	8 162.9
General operating expenses	728.8	368.7	–	1.1	0.1	1.2	0.3	369.9	6.9	376.8
Supplies and materials	21.6	154.0	–	1.5	(12.2)	(10.7)	(6.9)	143.3	2.6	145.9
Furniture and equipment	322.1	159.1	–	–	(14.6)	(14.6)	(9.2)	144.5	2.5	147.0
Fellowships, grants and contributions	2 484.2	3 718.6	(3 282.1)	–	3 900.0	617.9	16.6	4 336.5	82.4	4 418.9
Total	**54 274.6**	**52 921.4**	**(3 282.1)**	**204.9**	**4 600.0**	**1 522.8**	**2.9**	**54 444.2**	**1 444.6**	**55 888.8**

Table 29A.31
Post changes[a]

	Number	Level
Approved for 2020	272	1 USG, 2 ASG, 7 D-2, 16 D-1, 34 P-5, 46 P-4, 37 P-3, 24 P-2/1, 20 GS (PL), 85 GS (OL)
Redeployment	–	Redeployment of 1 P-5, 1 P-4 and 4 GS (OL) from Subprogramme 2, component 1, to Subprogramme 2, component 3
Proposed for 2021	272	1 USG, 2 ASG, 7 D-2, 16 D-1, 34 P-5, 46 P-4, 37 P-3, 24 P-2/1, 20 GS (PL), 85 GS (OL)

[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; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Table 29A.32
Post resources

Category	2020 approved	Changes					2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total		
Professional and higher							
USG	1	–	–	–	–		1
ASG	2	–	–	–	–		2
D-2	7	–	–	–	–		7
D-1	16	–	–	–	–		16
P-5	34	–	–	–	–		34
P-4	46	–	–	–	–		46
P-3	37	–	–	–	–		37
P-2/1	24	–	–	–	–		24
Subtotal	**167**	**–**	**–**	**–**	**–**		**167**
General Service							
Principal level	20	–	–	–	–		20
Other level	85	–	–	–	–		85
Subtotal	**105**	**–**	**–**	**–**	**–**		**105**
Total	**272**	**–**	**–**	**–**	**–**		**272**

29A.175   The distribution of resources is reflected in tables 29A.33 to 29A.35 and figure 29A.XIII.

29A.176   As reflected in tables 29A.33 (1) and 29A.34 (1), the overall resources proposed for 2021 amount to $54,444,200 before recosting, reflecting a net increase of $1,522,800 (or 2.9 per cent) compared with the appropriation for 2020. Resource changes result from three factors, namely: (a) technical adjustments; (b) new and expanded mandates; and (c) other resource changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29A.33
Evolution of financial resources by component and subprogramme
(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			
A. Executive direction and management	4 385.7	4 338.6	–	–	–	–	–	4 338.6	124.3	4 462.9
B. Programme of work										
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and										

			Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Coordination, management services, and management evaluation component of the administration of justice										
Component 1: Enterprise resource planning solution	2 138.8	3 282.1	(3 282.1)	–	3 900.0	617.9	18.8	3 900.0	74.1	3 974.1
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 041.8	960.0	–	–	–	–	–	960.0	28.1	988.1
Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	470.2	439.3	–	–	–	–	–	439.3	13.1	452.4
Component 4: Management evaluation component for the administration of justice	1 402.6	1 542.3	–	–	–	–	–	1 542.3	44.2	1 586.5
2. Programme planning, finance and budget										
Component 1: Finance	7 283.4	7 827.6	–	–	(733.4)	(733.4)	(9.4)	7 094.2	181.1	7 275.3
Component 2: Field operations finance	1 364.4	1 279.2	–	72.6	–	72.6	5.7	1 351.8	41.4	1 393.2
Component 3: Programme planning and budgeting	5 272.1	5 133.4	–	132.3	733.4	865.7	16.9	5 999.1	176.2	6 175.3
3. Human resources										
Component 1: Global strategy and policy	18 329.9	16 681.4	–	–	477.5	477.5	2.9	17 158.9	422.9	17 581.8
Component 2: Administrative law	3 222.3	3 016.4	–	–	222.5	222.5	7.4	3 238.9	93.2	3 332.1
4. Business transformation and accountability	6 479.3	6 631.6	–	–	–	–	–	6 631.6	199.5	6 831.1
Subtotal, B	**47 004.8**	**46 793.3**	**(3 282.1)**	**204.9**	**4 600.0**	**1 522.8**		**48 316.1**	**1 273.8**	**49 589.9**
C. Programme support	2 884.1	1 789.5	–	–	–	–	–	1 789.5	46.5	1 836.0
Subtotal, 1	**54 274.6**	**52 921.4**	**(3 282.1)**	**204.9**	**4 600.0**	**1 522.8**	**2.9**	**54 444.2**	**1 444.6**	**55 888.8**

(2)   *Other assessed*

	2019 expenditure	2020 estimate		2021 estimate
A. Executive direction and management	1 495.1	1 509.4		2 445.0
B. Programme of work				
1. Enterprise resource planning solution, services to the Fifth Committee of the General				

	2019 expenditure	*2020 estimate*		*2021 estimate*
Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice				
Component 1: Enterprise resource planning solution	28 859.1	19 376.9		29 501.3
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	89.9	386.7		401.7
Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	683.7	1 280.3		1 333.4
Component 4: Management evaluation component for the administration of justice	–	148.3		176.8
2. Programme planning, finance and budget				
Component 1: Finance	3 705.5	8 947.3		9 110.4
Component 2: Field operations finance	3 530.3	7 850.6		8 201.9
Component 3: Programme planning and budgeting	352.2	785.4		–
3. Human resources				
Component 1: Global strategy and policy	1 536.1	3 016.8		3 223.3
Component 2: Administrative law	2 466.8	4 885.0		5 367.4
4. Business transformation and accountability	3 581.9	8 343.9		8 613.6
Subtotal, B	**44 805.5**	**55 021.2**		**65 929.8**
C. Programme support	161.7	125.8		113.8
Subtotal, 2	**46 462.3**	**56 656.4**		**68 488.6**

(3)   *Extrabudgetary*

	2019 expenditure	*2020 estimate*		*2021 estimate*
A. Executive direction and management	732.5	990.5		991.1
B. Programme of work				
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management				

	2019 expenditure	2020 estimate		2021 estimate
services, and management evaluation component of the administration of justice				
Component 1: Enterprise resource planning solution	7 215.1	4 964.0		5 980.0
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	–	–		–
Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	–	–		–
Component 4: Management evaluation component for the administration of justice	–	–		–
2. Programme planning, finance and budget				
Component 1: Finance	20 125.0	10 629.9		12 261.8
Component 2: Field operations finance	467.4	704.8		773.2
Component 3: Programme planning and budgeting	1 684.5	1 148.0		266.3
3. Human resources				
Component 1: Global strategy and policy	2 948.5	1 404.6		1 450.0
Component 2: Administrative law	565.6	562.1		923.5
4. Business transformation and accountability	2 535.9	2 712.1		2 713.4
Subtotal, B	**35 542.0**	**22 125.5**		**24 368.2**
C. Programme support	549.9	243.4		243.4
Subtotal, 3	**36 824.4**	**23 359.4**		**25 602.7**
Total	**137 561.3**	**132 937.2**		**149 980.1**

Table 29A.34
Evolution of post resources by component and subprogramme

(1)   *Regular budget*

| | 2020 approved | Changes | | | | 2021 proposed |
		Technical adjustment	New/expanded mandates	Other	Total	
A. Executive direction and management	23	–	–	–	–	23
B. Programme of work						
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee						

	2020 approved	Changes					2021 proposed
		Technical adjustment	New/expanded mandates	Other	Total		
for Programme and Coordination, management services, and management evaluation component of the administration of justice							
Component 1: Enterprise resource planning solution	–	–	–	–	–		–
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	6	–	–	–	–		6
Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	3	–	–	–	–		3
Component 4: Management evaluation component for the administration of justice	9	–	–	–	–		9
2. Programme planning, finance and budget							
Component 1: Finance	59	–	–	(6)	(6)		53
Component 2: Field operations finance	7	–	–	–	–		7
Component 3: Programme planning and budgeting	31	–	–	6	6		37
3. Human resources							
Component 1: Global strategy and policy	61	–	–	–	–		61
Component 2: Administrative law	19	–	–	–	–		19
4. Business transformation and accountability	42	–	–	–	–		42
Subtotal, B	**237**	**–**	**–**	**–**	**–**		**237**
C. Programme support	12	–	–	–	–		12
Subtotal, 1	**272**	**–**	**–**	**–**	**–**		**272**

(2)   *Other assessed*

	2020 estimate	2021 estimate
A. Executive direction and management	3	3
B. Programme of work		
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice		
Component 1: Enterprise resource planning solution	–	–
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	2	2

		2020 *estimate*		*2021* *estimate*
	Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	6		6
	Component 4: Management evaluation component for the administration of justice	–		–
2.	Programme planning, finance and budget			
	Component 1: Finance	48		53
	Component 2: Field operations finance	43		44
	Component 3: Programme planning and budgeting	5		–
3.	Human resources			
	Component 1: Global strategy and policy	13		13
	Component 2: Administrative law	26		26
4.	Business transformation and accountability	48		48
	Subtotal, B	**191**		**192**
C.	Programme support	–		–
	Subtotal, 2	**194**		**195**

(3) *Extrabudgetary*

		2020 *estimate*		*2021* *estimate*
A.	Executive direction and management	3		3
B.	Programme of work			
1.	Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice			
	Component 1: Enterprise resource planning solution	–		–
	Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	–		–
	Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	–		–
	Component 4: Management evaluation component for the administration of justice	–		–
2.	Programme planning, finance and budget			
	Component 1: Finance	71		80
	Component 2: Field operations finance	4		4
	Component 3: Programme planning and budgeting	7		1
3.	Human resources			
	Component 1: Global strategy and policy	8		8
	Component 2: Administrative law	3		3

	2020 estimate		*2021 estimate*
4. Business transformation and accountability	15		15
Subtotal, B	**108**		**111**
C. Programme support	1		1
Subtotal, 3	**112**		**115**
Total	**578**		**582**

Table 29A.35
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	40 510.4	38 984.7	–	–	–	–	–	38 984.7
Non-post	13 764.2	13 936.7	(3 282.1)	204.9	4 600.0	1 522.8	10.9	15 459.5
Total	**54 274.6**	**52 921.4**	**(3 282.1)**	**204.9**	**4 600.0**	**1 522.8**	**2.9**	**54 444.2**
Post resources by category								
Professional and higher		167	–	–	–	–	–	167
General Service and related		105	–	–	–	–	–	105
Total		**272**	**–**	**–**	**–**	**–**	**–**	**272**

Figure 29A.XIII
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)
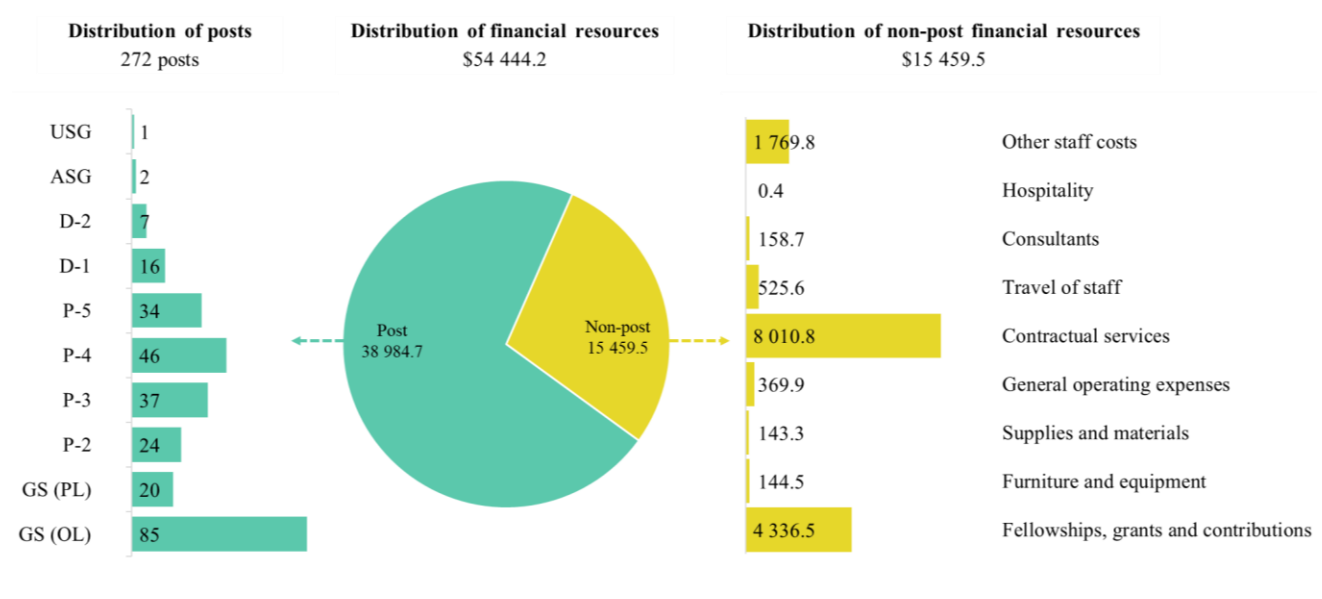
Variance analyses by component and subprogramme

Overall resource changes

Technical adjustments

29A.177   As reflected in tables 29A.33 (1) and 29A.34 (1), resource changes reflect a decrease of $3,282,100 in **subprogramme 1, component 1, Enterprise resource planning solution** under fellowships, grants and contributions relating to the removal of the non-recurrent requirement pertaining to the 2020 regular budget share of the enterprise resource planning project.

New and expanded mandates

29A.178   As reflected in tables 29A.33 (1) and 29A.34 (1), resource changes reflect an increase of $204,900 under subprogramme 2, components 2 and 3, as follows:

   (a)   **Subprogramme 2, component 2, Field operations finance**: The increase of $72,600, under other staff costs ($70,200), contractual services ($1,500), general operating expenses ($400) and supplies and material ($500), relates to the enlargement of the membership of the Advisory Committee on Administrative and Budgetary Questions from 16 to 21 members as of 1 January 2021, pursuant to General Assembly resolution 74/267. In the light of the enlargement of the Advisory Committee and the foreseen increase in workload owing to the longer sessions and the higher number of questions that would need to be responded to in writing, it is proposed to establish a temporary position of Associate Finance and Budget Officer (P-2). The position would strengthen the capacity of the component to facilitate, through the provision of substantive services, the deliberations and decision-making of the General Assembly on budgetary matters relating to field operations.

   (b)   **Subprogramme 2, component 3, Programme planning and budgeting**: The increase of $132,300, under other staff costs ($127,600), contractual services ($3,000), general operating expenses ($700) and supplies and material ($1,000), relates to the enlargement of the membership of the Advisory Committee on Administrative and Budgetary Questions, as explained in paragraph 29A.178 (a). It is proposed to establish two temporary positions, one Associate Finance and Budget Officer (P-2) and one Senior Budget Assistant (General Service (Principal level)). The positions would strengthen the capacity of the component to facilitate, through the provision of substantive services, the deliberations and decision-making of the General Assembly on matters relating to the programme budget.

Other changes

29A.179   As reflected in tables 29A.33 (1) and 29A.34 (1), resource changes reflect an increase of $4,600,000 under subprogramme 1, component 1, and subprogramme 3, component 1, as well as cost-neutral changes under subprogramme 2, components 1 and 3, and subprogramme 3, components 1 and 2, as follows:

   (a)   **Subprogramme 1, component 1, Enterprise resource planning solution**: The increase of $3,900,000, under fellowships, grants and contributions, reflects the non-recurrent requirement relating to the estimated 2021 regular budget share of the enterprise resource planning solution. The estimated non-regular budget share for the solution for 2021 amounts to $22,100,000, comprising other assessed resources of $16,120,000 (as part of the $29,501,300 reflected in table 29A.33 (2)) and extrabudgetary resources of $5,980,000, as reflected in table 29A.33 (3). The cost estimate of $29,501,300 in table 29A.33 (2) includes $13,381,300 relating to the project cost for 2020, as approved by the General Assembly in its resolution 74/263. Detailed information on the overall resource requirements for 2021 will be provided in the twelfth progress report on the enterprise resource planning project, based on the deployment of Umoja Extension 2 during 2020, the post-deployment stabilization during 2021 and proposals for mainstreaming the project.

(b)   **Subprogramme 3, component 1, Global strategy and policy**: The increase of $700,000, under contractual services, reflects increased training requirements to support the Secretary-General's vision for a global human resource strategy for the Organization, as elaborated in the report of the Secretary-General entitled "Global human resources strategy 2019–2021: building a more effective, transparent and accountable United Nations" (A/73/372). The centrally managed training budget, of $7,010,400, would provide for learning and career development and growth programmes, as well as organizational development initiatives, including a revamped leadership development programme, upgrading of substantive and technical skills, a suite of centrally managed training courses, a transformational programme on performance management, and programmes in support of senior leadership. Specifically, the increase of $700,000 would enable the full provisioning of programme areas in organizational learning, including the upgrading of substantive and technical skills and the roll-out of disability and inclusion training ($200,000); organizational development covering activities relating to change management and staff engagement ($300,000); and cross-cutting areas, such as the online learning platform ($200,000).

(c)   **Subprogramme 2, component 1, Finance**: The decrease of $733,400, under posts ($722,200), contractual services ($9,000) and general operating expenses ($2,200), relates to the outward redeployment of six posts (one Chief of Section (P-5), one Finance and Budget Officer (P-4), three Finance and Budget Assistant (General Service (Other level)) and one Administrative Assistant (General Service (Other level)) to subprogramme 2, component 3, Programme planning and budgeting. Following management reform and the creation of the Department, including the Office of Programme Planning, Finance and Budget, and after more than one year of experience under the new management paradigm, the Office proposes to refine its structure to better align its functions and the related funding sources across all components. The proposed change rationalizes the funding sources of posts along with the work of the components and involves the swapping of extrabudgetary funded posts in component 3 with regular budget funded posts in component 1. Specifically, while the six posts in component 1 carry out functions relating to trust funds, they are currently funded from the regular budget. On the other hand, there are six posts (one P-5, one P-4 and four General Service (Other level)) in component 3 that primarily carry out functions relating to regular budget activities but are funded from extrabudgetary resources. The staffing resources available to both components will remain the same.

(d)   **Subprogramme 2, component 3, Programme planning and budgeting**: The increase of $733,400, under posts ($722,200), contractual services ($9,000) and general operating expenses ($2,200), relates to the inward redeployment of six posts (one Senior Finance and Budget Officer (P-5), one Finance and Budget Officer (P-4), three Finance and Budget Assistants (General Service (Other level)) and one Administrative Assistant (General Service (Other level)) from subprogramme 2, component 1, as explained in paragraph 29A.179 (c).

(e)   **Subprogramme 3, component 1, Global strategy and policy**: The decrease of $222,500, under other staff costs ($216,600), contractual services ($4,100), general operating expenses ($300), supplies and materials ($500) and furniture and equipment ($1,000), relates to the outward redeployment of one temporary position (Senior Programme Management Officer (P-5)) to subprogramme 3, component 2, Administrative law. As part of management reform, the temporary position of Senior Programme Management Officer (P-5) was approved under component 1. During implementation, however, it was determined that the functions of that position, which relate to emergency preparedness, are more closely aligned with the work of component 2. The position has since been loaned to component 2 and it is proposed to regularize that interim arrangement for 2021.

(f)   **Subprogramme 3, component 2, Administrative law**: The increase of $222,500, under other staff costs ($216,600), contractual services ($4,100), general operating expenses ($300), supplies and materials ($500) and furniture and equipment ($1,000), relates to the inward redeployment

of one general temporary assistance position (Senior Programme Management Officer (P-5 level)) from subprogramme 3, component 1, as explained in paragraph 29A.179 (e).

Extrabudgetary and other assessed resources

29A.180   As reflected in tables 29A.33 (2) and 29A.34 (2), the Department receives other assessed resources to backstop peacekeeping operations. For 2021, the projected other assessed resources amount to $68,488,600, including 195 posts. The increase of $11,832,200, compared with the estimate for 2020, is primarily attributable to: (a) the estimated share of Umoja enterprise resource planning solution funded by the support account for peacekeeping operations, as explained in paragraph 29A.179 (a); (b) the increase in staff costs owing to higher standard salary, common staff costs and lower vacancy rates; and (c) the increase in staff costs owing to the increased number of new and backlogged cases to be processed by the Appeals Management Section, as well as in support of the enlargement of the membership of the Advisory Committee on Administrative and Budgetary Questions.

29A.181   As reflected in tables 29A.33 (3) and 29A.34 (3), the Department also receives extrabudgetary resources from several sources. For 2021, the projected extrabudgetary resources amount to $25,602,700, including 115 posts. The Department receives voluntary contributions to the trust fund in support of victims of sexual exploitation and abuse, established by the Secretary-General in 2016, as well as management reform-related voluntary contributions through another trust fund. Other extrabudgetary resources include central programme support costs to fund the extrabudgetary resource share of corporate costs, such as the Umoja enterprise resource planning solution (including its maintenance) and the global service delivery model project, and to backstop operations funded from voluntary contributions. The increase of $2,243,300, compared with the estimate for 2020, is primarily attributable to the estimated share of the Umoja enterprise resource planning solution funded from extrabudgetary resources in the financial year 2021 and the increase in staff costs to support, among other activities, the implementation of the statement of internal controls. As explained in paragraph 29A.179 (c), the estimate for 2021 reflects the redeployment of six posts funded from extrabudgetary resources from subprogramme 2, component 3 to subprogramme 2, component 1.

Executive direction and management

29A.182   The Under-Secretary-General for Management Strategy, Policy and Compliance is responsible for the overall direction and management of the Department and for providing the Secretary-General with strategic advice on management issues. The Under-Secretary-General represents the Secretary-General on management issues before relevant expert and intergovernmental bodies, such as the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly, the International Civil Service Commission and inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination, and in the conduct of staff-management consultations. The Under-Secretary-General oversees and provides direction to the Assistant Secretary-General, Controller, the Assistant Secretary-General for Human Resources and the Director of the Business Transformation and Accountability Division. The Under-Secretary-General will also, jointly with the Under-Secretary-General for Operational Support, provide direction and strategic guidance to the Assistant Secretary-General, Chief Information Technology Officer.

29A.183   The Office of the Under-Secretary-General provides leadership in the development and delivery of integrated organizational management strategies, policies and models that support a decentralized, field-focused paradigm in which managers are empowered through the new enhanced delegation of authority framework. It provides direction to take advantage of lessons learned and innovative methods to ensure continuous management improvements to meet evolving requirements throughout the Secretariat. It liaises with Member States and other external entities on management-related issues and fosters coordination within the Secretariat and with the funds, programmes and agencies of the United Nations system to build partnerships and promote best practices.

29A.184   The Under-Secretary-General is assisted by the Assistant Secretary-General, Controller, who provides strategic and policy leadership on all planning, programming, budgetary and financial matters and on the administration of the Financial Regulations and Rules of the United Nations, and by the Assistant Secretary-General for Human Resources, who provides strategic leadership for the simplified and streamlined human resources policy framework and mainstreaming the gender perspective, equitable geographical representation and accessibility into all facets of the work of the Organization through integrated strategies and policies. Working closely together under the guidance of the Under-Secretary-General, the Controller and the Assistant Secretary-General for Human Resources set priorities in adapting strategies and policies to support new and innovative business models and enable managers to be more effective and agile in the delivery of their programmes.

29A.185   The Assistant Secretary-General, Controller, will represent the Secretary-General in the committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination and the Independent Audit Advisory Committee in the presentation of all programme and budget reports, including those related to the regular budget, the peacekeeping budgets and the international tribunals, as well as the financial statements of the Organization. The Controller will advise the Secretary-General and the Under-Secretary-General for Management Strategy, Policy and Compliance on policy relating to the budgets and finances of the United Nations and the related plans and work programmes. Through the Office of Programme Planning, Finance and Budget, the Controller will ensure that the financial framework enables efficient mandate delivery.

29A.186   The Assistant Secretary-General for Human Resources will leverage technologies and pursue innovative and holistic approaches to transform the organizational culture, strengthen duty of care, promote inclusion, accessibility and diversity, and drive the creation of a supportive and healthy workplace. The Office of Human Resources will respond proactively to issues arising in the formal and informal system of administration of justice to ensure the efficient, effective and fair implementation of the Organization's policies, core values and norms. It will build on the integration of the conduct and discipline function for the entire Secretariat and for all categories of personnel to increase consistency, transparency and accountability in the application of the standards of conduct.

29A.187   In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, under which organizations are encouraged to integrate sustainability information into their reporting cycle, and in compliance with the cross-cutting mandate of the General Assembly in paragraph 19 of its resolution 72/219, the Department is integrating environmental management practices into its work. In line with its functional responsibilities, the Department will continue, in 2021, to mainstream environmental sustainability management into the Secretariat policy framework and enterprise management and accountability system. Operationally, the Department will prioritize reducing its travel-related greenhouse gas emissions by optimizing the use of online collaborative and conferencing platforms, streamlining and combining travel requirements, and systematically using tools developed by the International Civil Aviation Organization in organizing meetings and trainings.

29A.188   Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 29A.36. The Department will continue to implement measures to improve compliance with regard to the advance purchase of air tickets through forward planning of events and nominations of travellers, raising the awareness of programme managers and travellers, and minimizing exceptions.

Table 29A.36
Compliance rate
(Percentage)

	Planned 2019	*Actual 2019*	*Planned 2020*	*Planned 2021*
Timely submission of documentation	100	91	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	62.5	100	100

29A.189   The proposed regular budget resources for 2021 amount to $4,338,600 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 29A.37 and figure 29A.XIV.

Table 29A.37
Executive direction and management: evolution of financial and post resources
(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	4 070.7	3 839.6	–	–	–	–	–	3 839.6
Non-post	315.0	499.0	–	–	–	–	–	499.0
Total	**4 385.7**	**4 338.6**	**–**	**–**	**–**	**–**	**–**	**4 338.6**
Post resources by category								
Professional and higher		15	–	–	–	–	–	15
General Service and related		8	–	–	–	–	–	8
Total		**23**	**–**	**–**	**–**	**–**	**–**	**23**

Figure 29A.XIV
Executive direction and management: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)
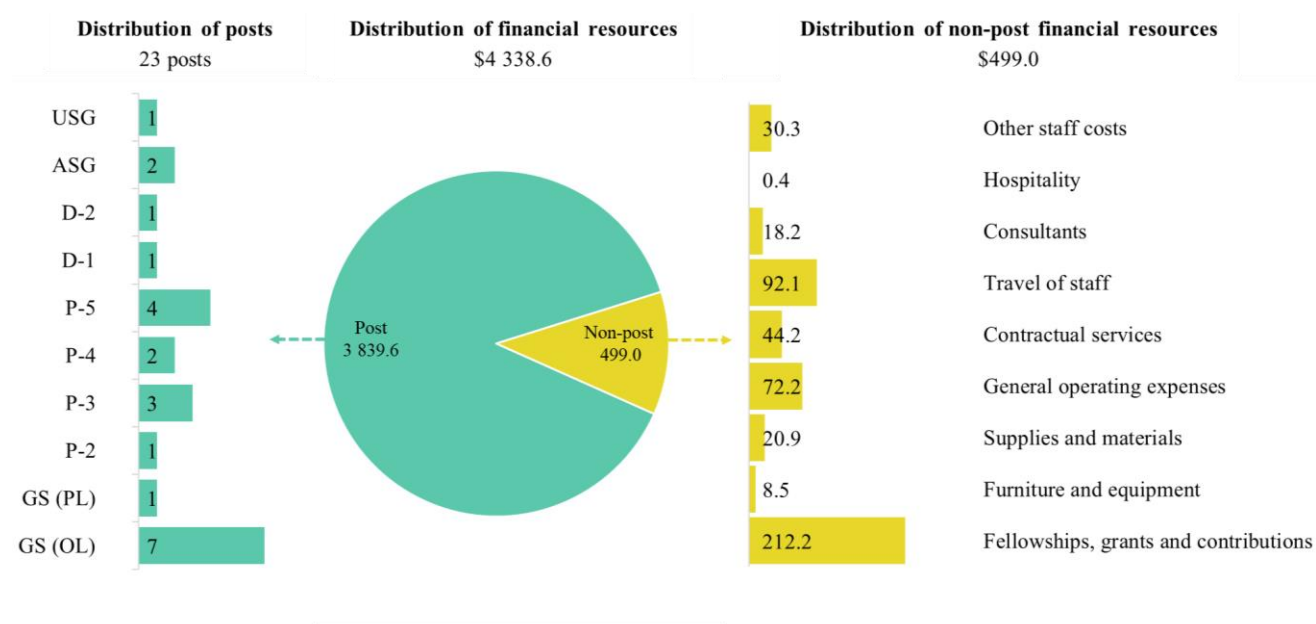
Programme of work

29A.190   The proposed regular budget resources for 2021 amount to $48,316,100 and reflect a net increase of $1,522,800 compared with the appropriation for 2020. The proposed increase of $1,522,800 is

explained in paragraphs 29A.177, 29A.178 and 29A.179. The distribution of resources per subprogramme is reflected in figure 29A.XV.

Figure 29A.XV
Distribution of proposed resources for 2021 by subprogramme
(Millions of United States dollars)

Subprogramme 1
Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice

Component 1
Enterprise resource planning solution

29A.191   The proposed regular budget resources for 2021 amount to $3,900,000 and reflect a net increase of $617,900 compared with the appropriation for 2020, as reflected in table 29A.38. The proposed increase of $617,900 is explained in paragraphs 29A.178 (a) and 29A.179 (a).

Table 29A.38
Subprogramme 1, component 1: evolution of financial resources
(Thousands of United States dollars)

| | | | Changes | | | | | 2021 |
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	estimate (before recosting)
Financial resources by main category of expenditure								
Non-post								
Fellowships, grants and contributions	2 138.8	3 282.1	(3 282.1)	–	3 900.0	617.9	18.8	3 900.0
Total	**2 138.8**	**3 282.1**	**(3 282.1)**	**–**	**3 900.0**	**617.9**	**18.8**	**3 900.0**

Component 2
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

29A.192   The proposed regular budget resources for 2021 amount to $960,000 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.39 and figure 29A.XVI.

Table 29A.39
Subprogramme 1, component 2: evolution of financial and post resources

(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	1 033.7	927.4	–	–	–	–	–	927.4
Non-post	8.1	32.6	–	–	–	–	–	32.6
Total	**1 041.8**	**960.0**	**–**	**–**	**–**	**–**	**–**	**960.0**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		2	–	–	–	–	–	2
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 29A.XVI
Subprogramme 1, component 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

Component 3
Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board

29A.193 The proposed regular budget resources for 2021 amount to $439,300 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.40 and figure 29A.XVII.

Table 29A.40
Subprogramme 1, component 3: evolution of financial and post resources
(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	470.2	423.7	–	–	–	–	–	423.7
Non-post	–	15.6	–	–	–	–	–	15.6
Total	**470.2**	**439.3**	**–**	**–**	**–**	**–**	**–**	**439.3**
Post resources by category								
Professional and higher		2	–	–	–	–	–	2
General Service and related		1	–	–	–	–	–	1
Total		**3**	**–**	**–**	**–**	**–**	**–**	**3**

Figure 29A.XVII
Subprogramme 1, component 3: distribution of proposed resources for 2021 (before recosting)
(Number of posts/thousands of United States dollars)

Component 4
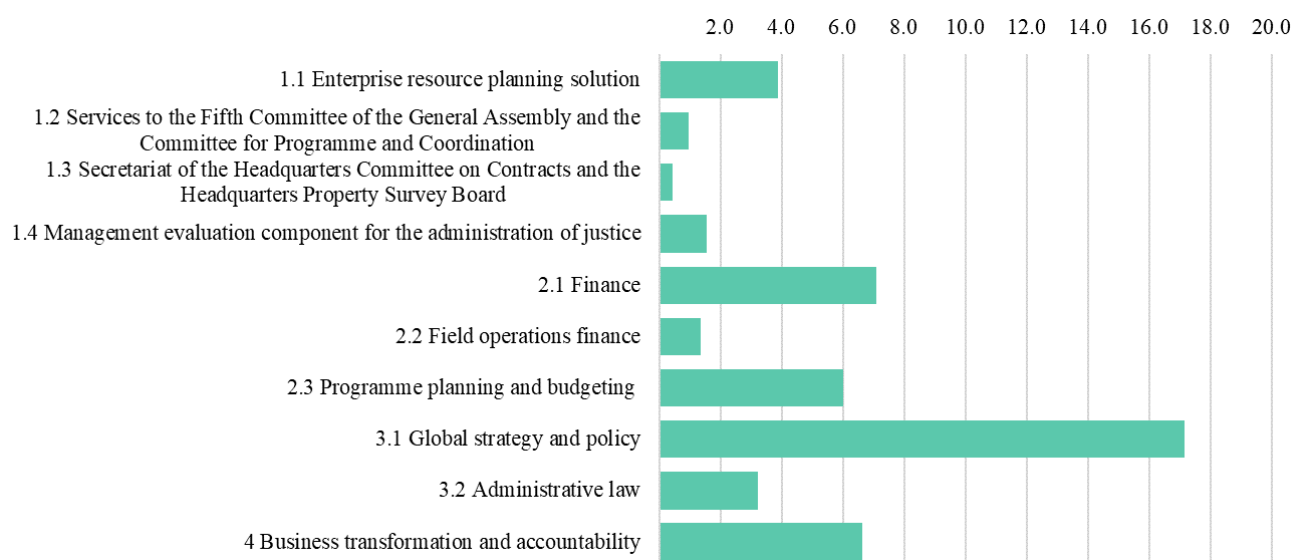## Management evaluation component for the administration of justice

29A.194   The proposed regular budget resources for 2021 amount to $1,542,300 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.41 and figure 29A.XVIII.

Table 29A.41
Subprogramme 1, component 4: evolution of financial and post resources

(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	1 189.0	1 185.4	–	–	–	–	–	1 185.4
Non-post	213.6	356.9	–	–	–	–	–	356.9
Total	**1 402.6**	**1 542.3**	**–**	**–**	**–**	**–**	**–**	**1 542.3**
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		4	–	–	–	–	–	4
Total		**9**	**–**	**–**	**–**	**–**	**–**	**9**

Figure 29A.XVIII
Subprogramme 1, component 4: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

Subprogramme 2
Programme planning, finance and budget

Component 1
Finance

29A.195   The proposed regular budget resources for 2021 amount to $7,094,200 and reflect a decrease of $733,400 compared with the appropriation for 2020. The proposed decrease of $733,400 is explained in paragraph 29A.179 (c). Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.42 and figure 29A.XIX.

Table 29A.42
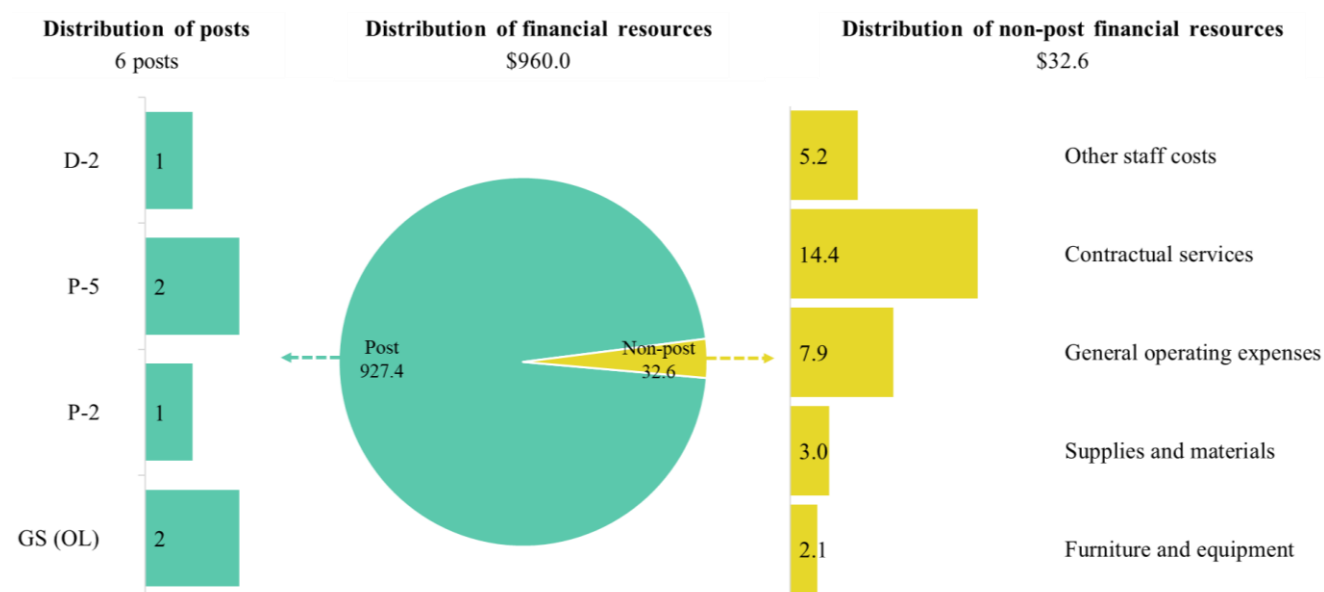**Subprogramme 2, component 1: evolution of financial and post resources**

(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	6 899.7	7 115.3	–	–	(722.2)	(722.2)	(10.1)	6 393.1
Non-post	383.7	712.3	–	–	(11.2)	(11.2)	(1.6)	701.1
Total	**7 283.4**	**7 827.6**	**–**	**–**	**(733.4)**	**(733.4)**	**(9.4)**	**7 094.2**
Post resources by category								
Professional and higher		20	–	–	(2)	(2)	(10.0)	18
General Service and related		39	–	–	(4)	(4)	(10.3)	35
Total		**59**	**–**	**–**	**(6)**	**(6)**	**(10.2)**	**53**

Figure 29A.XIX
Subprogramme 2, component 1: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

Component 2
Field operations finance

29A.196   The proposed regular budget resources for 2021 amount to $1,351,800 and reflect a net increase of $72,600 compared with the appropriation for 2020. The proposed increase of $72,600 is explained in paragraph 29A.178 (a). Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.43 and figure 29A.XX.

Table 29A.43
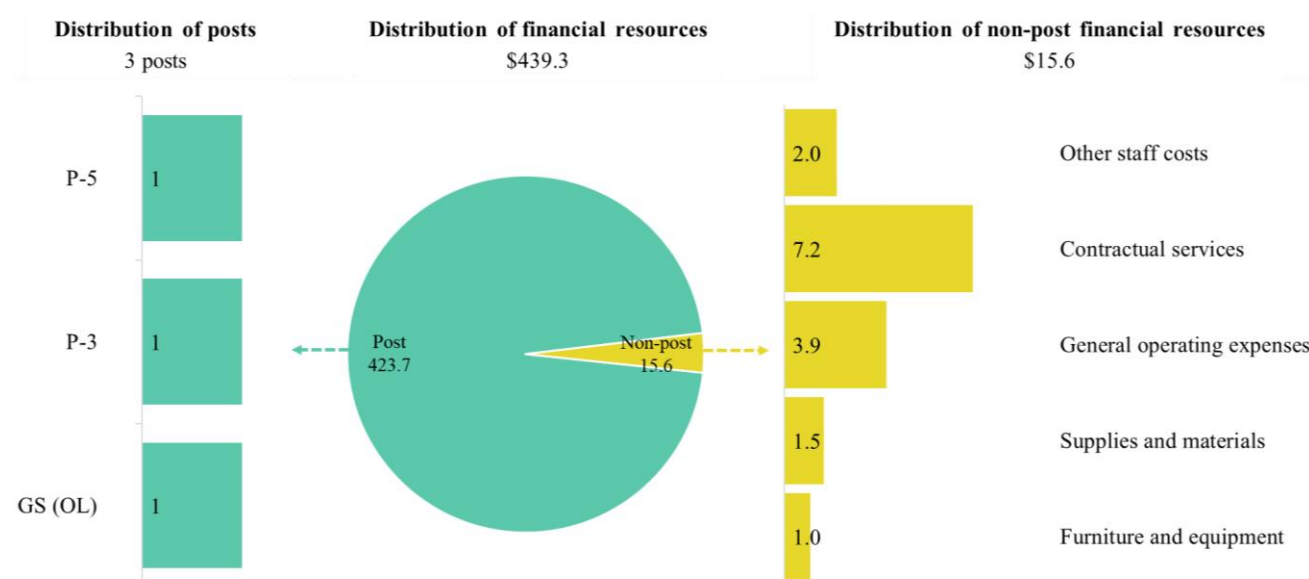**Subprogramme 2, component 2: evolution of financial and post resources**

(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	1 184.8	1 228.1	–	–	–	–	–	1 228.1
Non-post	179.6	51.1	–	72.6	–	72.6	142.1	123.7
Total	**1 364.4**	**1 279.2**	**–**	**72.6**	**–**	**72.6**	**5.7**	**1 351.8**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		1	–	–	–	–	–	1
Total		**7**	**–**	**–**	**–**	**–**	**–**	**7**

Figure 29A.XX
Subprogramme 2, component 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

Distribution of posts	Distribution of financial resources	Distribution of non-post financial resources
7 posts	$1 351.8	$123.7

Distribution of posts:
- D-1: 2
- P-4: 2
- P-3: 1
- P-2: 1
- GS (OL): 1

Distribution of financial resources:
- Post 1 228.1
- Non-post 123.7

Distribution of non-post financial resources:
- 70.2 Other staff costs
- 9.1 Travel of staff
- 29.7 Contractual services
- 11.2 General operating expenses
- 1.5 Supplies and materials
- 2.0 Furniture and equipment

Component 3
Programme planning and budgeting

29A.197   The proposed regular budget resources for 2021 amount to $5,999,100 and reflect a net increase of $865,700 compared with the appropriation for 2020. The proposed increase of $865,700 is explained in paragraphs 29A.178 (b) and 29A.179 (d). Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.44 and figure 29A.XXI.

Table 29A.44
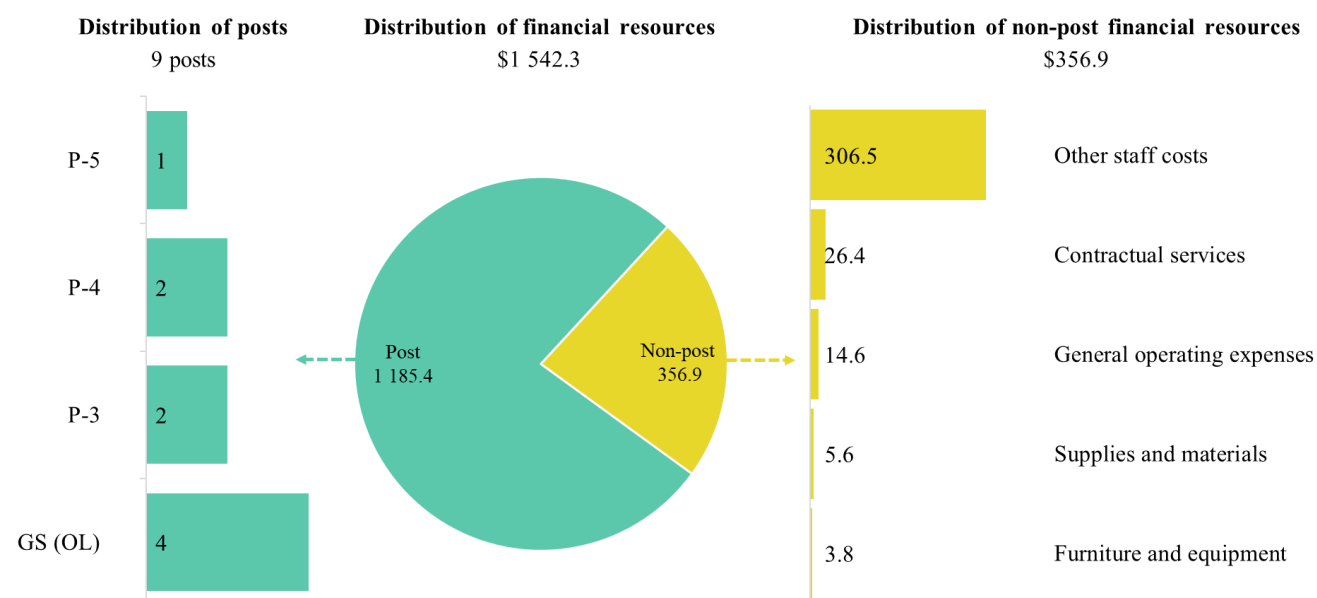### Subprogramme 2, component 3: evolution of financial and post resources

(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	5 162.7	4 949.7	–	–	722.2	722.2	14.6	5 671.9
Non-post	109.4	183.7	–	132.3	11.2	143.5	78.1	327.2
Total	**5 272.1**	**5 133.4**	**–**	**132.3**	**733.4**	**865.7**	**16.9**	**5 999.1**
Post resources by category								
Professional and higher		23	–	–	2	2	8.7	25
General Service and related		8	–	–	4	4	50.0	12
Total		**31**	**–**	**–**	**6**	**6**	**19.4**	**37**

Figure 29A.XXI
Subprogramme 2, component 3: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

Subprogramme 3
Human resources

Component 1
Global strategy and policy

29A.198   The proposed regular budget resources for 2021 amount to $17,158,900 and reflect a net increase of $477,500 compared with the appropriation for 2020. The proposed increase of $477,500 is explained in paragraph 29A.179 (b) and (e). Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.45 and figure 29A.XXII.

Table 29A.45
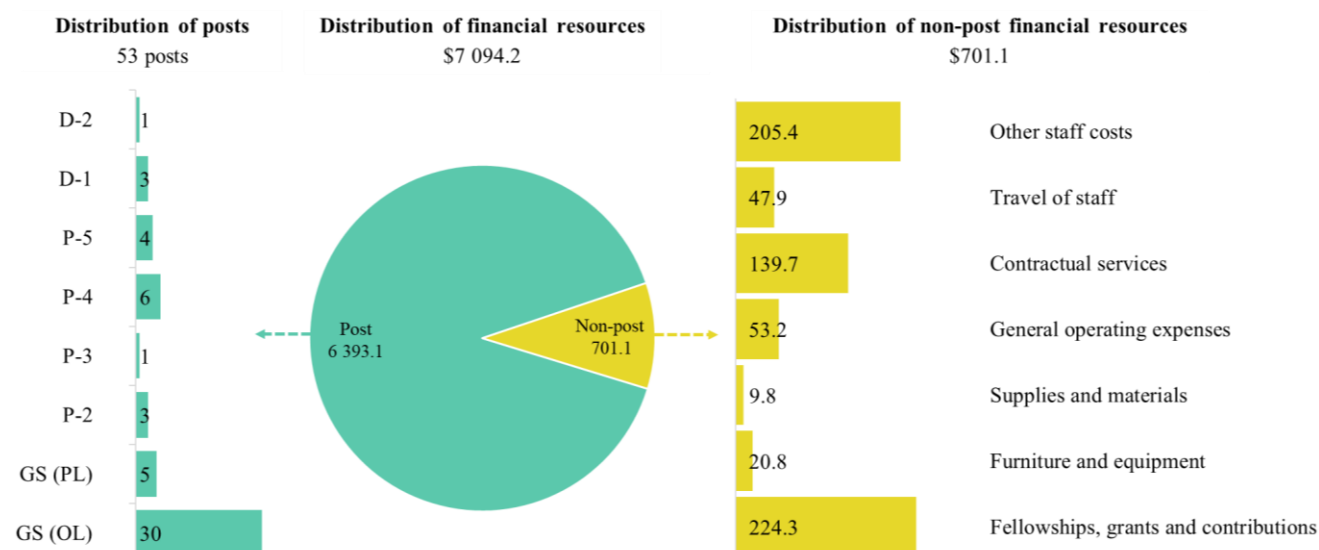**Subprogramme 3, component 1: evolution of financial and post resources**

(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	10 198.9	9 093.0	–	–	–	–	–	9 093.0
Non-post	8 131.0	7 588.4	–	–	477.5	477.5	6.3	8 065.9
Total	**18 329.9**	**16 681.4**	**–**	**–**	**477.5**	**477.5**	**2.9**	**17 158.9**
Post resources by category								
Professional and higher		44	–	–	–	–	–	44
General Service and related		17	–	–	–	–	–	17
Total		**61**	**–**	**–**	**–**	**–**	**–**	**61**

Figure 29A.XXII

Subprogramme 3, component 1: distribution of proposed resources for 2021 (before recosting)

(Number of posts)

Component 2
Administrative law

29A.199   The proposed regular budget resources for 2021 amount to $3,238,900 and reflect an increase of $222,500 compared with the appropriation for 2020. The proposed increase of $222,500 is explained in paragraph 29A.179 (f). Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.46 and figure 29A.XXIII.

Table 29A.46

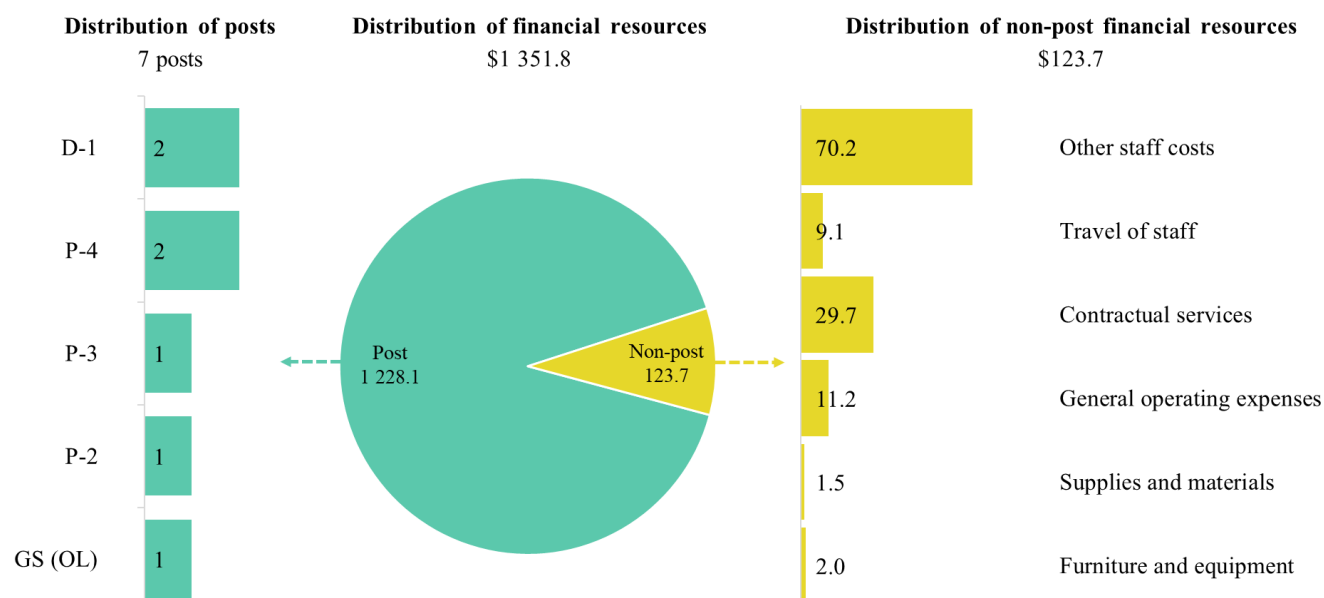**Subprogramme 3, component 2: evolution of financial and post resources**

(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	2 969.8	2 723.7	–	–	–	–	–	2 723.7
Non-post	252.5	292.7	–	–	222.5	222.5	76.0	515.2
Total	**3 222.3**	**3 016.4**	**–**	**–**	**222.5**	**222.5**	**7.4**	**3 238.9**
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		9	–	–	–	–	–	9
Total		**19**	**–**	**–**	**–**	**–**	**–**	**19**

Figure 29A.XXIII
Subprogramme 3, component 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

| Distribution of posts | Distribution of financial resources | Distribution of non-post financial resources |
| 19 posts | $3 238.9 | $515.2 |

D-2: 1
D-1: 1
P-5: 3
P-4: 2
P-3: 2
P-2: 1
GS (PL): 1
GS (OL): 8

Post 2 723.7 / Non-post 515.2

422.1 — Other staff costs
13.5 — Travel of staff
32.9 — Contractual services
29.8 — General operating expenses
10.6 — Supplies and materials
6.3 — Furniture and equipment

Subprogramme 4
Business transformation and accountability

29A.200   The proposed regular budget resources for 2021 amount to $6,631,600 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.47 and figure 29A.XXIV.

Table 29A.47
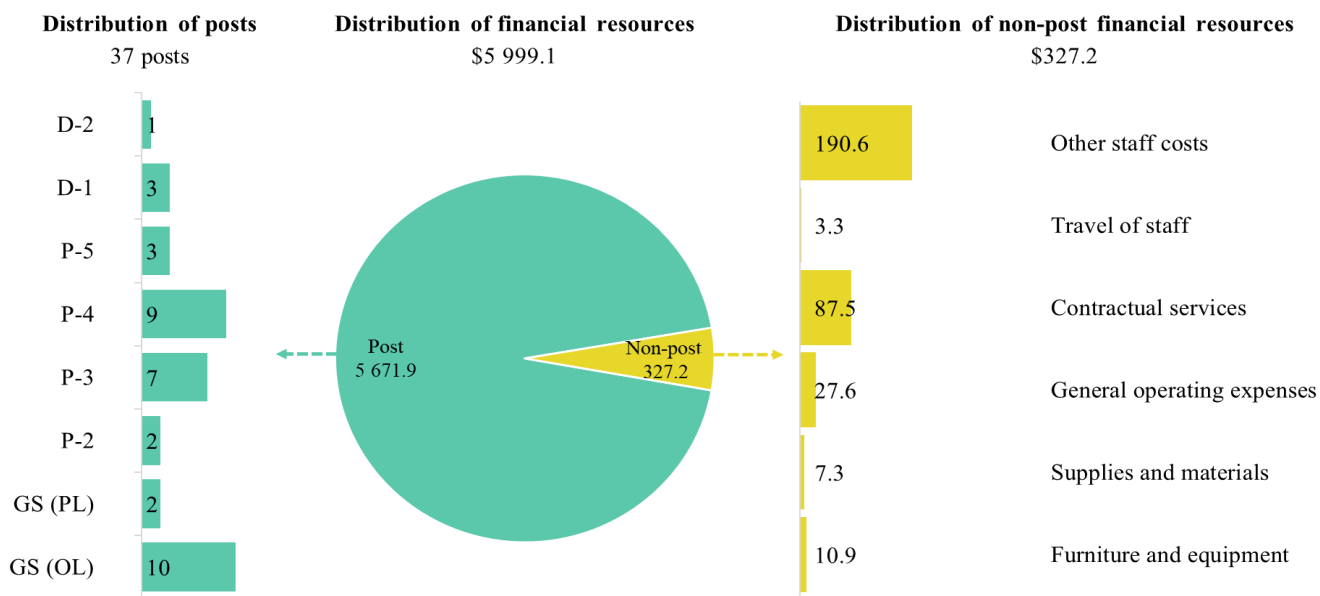**Subprogramme 4: evolution of financial and post resources**

(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	5 722.9	5 782.8	–	–	–	–	–	5 782.8
Non-post	756.4	848.8	–	–	–	–	–	848.8
Total	**6 479.3**	**6 631.6**	**–**	**–**	**–**	**–**	**–**	**6 631.6**
Post resources by category								
Professional and higher		34	–	–	–	–	–	34
General Service and related		8	–	–	–	–	–	8
Total		**42**	**–**	**–**	**–**	**–**	**–**	**42**

Figure 29A.XXIV
Subprogramme 4: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)
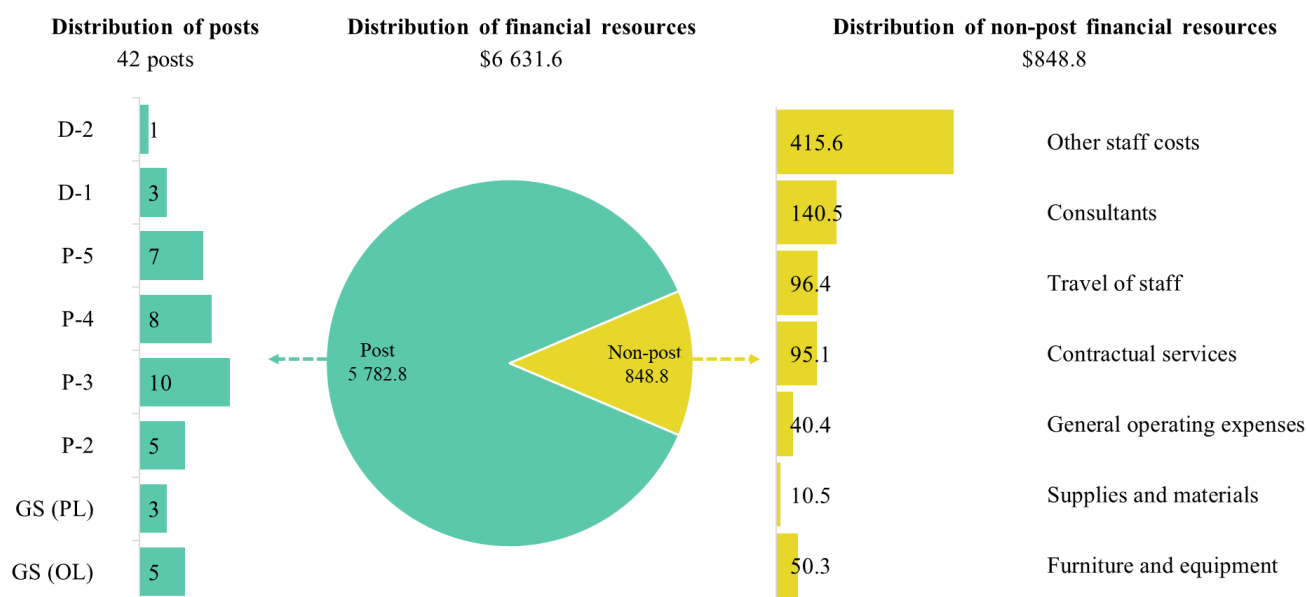
Programme support

29A.201 The Business Partner Service assists the Under-Secretary-General in the discharge of the Department's responsibilities in the areas of human resources management, finance and general administration. The Service also serves as a business partner for the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee in carrying out their financial, personnel and administrative responsibilities, and administers the official travel of the members of the Committee for Programme and Coordination and the Committee on Contributions.

29A.202 The proposed regular budget resources for 2021 amount to $1,789,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 29A.48 and figure 29A.XXV.

Table 29A.48
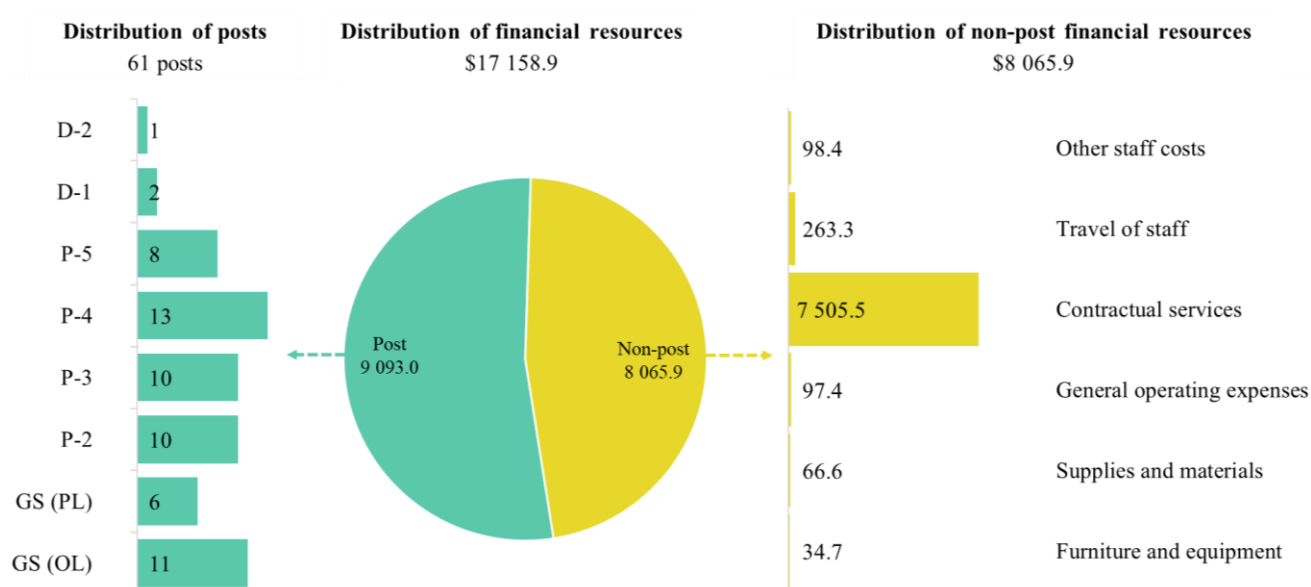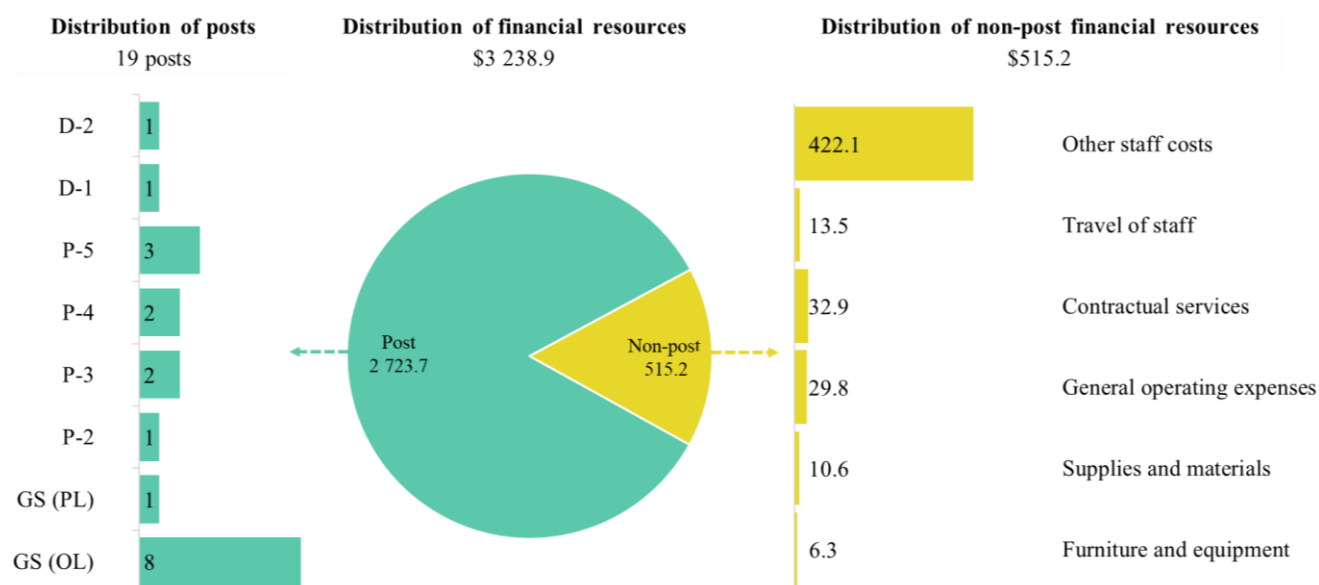**Programme support: evolution of financial and post resources**

(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	1 608.0	1 716.0	–	–	–	–	–	1 716.0
Non-post	1 276.0	73.5	–	–	–	–	–	73.5
Total	**2 884.1**	**1 789.5**	**–**	**–**	**–**	**–**	**–**	**1 789.5**

			Changes					2021
	2019 expenditure	*2020 appropriation*	*Technical adjustments*	*New/ expanded mandates*	*Other*	*Total*	*Percentage*	*estimate (before recosting)*
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		8	–	–	–	–	–	8
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 29A.XXV

Programme support: distribution of proposed resources for 2021 (before recosting)

(Thousands of United States dollars)

Distribution of posts
12 posts

D-1 1
P-5 1
P-4 2
GS (PL) 2
GS (OL) 6

Distribution of financial resources
$1 789.5

Post 1 716.0   Non-post 73.5

Distribution of non-post financial resources
$73.5

23.5 Other staff costs
28.2 Contractual services
11.7 General operating expenses
6.0 Supplies and materials
4.1 Furniture and equipment

Annex I

Organizational structure and post distribution for 2021

**Office of the
Under-Secretary-General**
(executive direction and management)

RB:	Other assessed:
1 USG	1 P-4
1 D-2	
2 P-5	
1 P-4	
2 P-3	
4 GS (OL)	

**Secretariat of the Fifth Committee
of the General Assembly and the
Committee for Programme and
Coordination**
(subprogramme 1, component 2)

RB:	Other assessed:
1 D-2	1 P-4
2 P-5	1 P-3
1 P-2	
2 GS (OL)	

**Secretariat of the
Headquarters Committee on
Contracts and Property Survey
Board**
(subprogramme 1, component 3)

RB:	Other assessed:
1 P-5	1 D-1
1 P-3	2 P-4
1 GS (OL)	1 P-3
	2 GS (OL)

Business Partner Service
(programme support)

RB:	XB:
1 D-1	1 P-4
1 P-5	
2 P-4	
2 GS (PL)	
6 GS (OL)	

Interagency and Intergovernmental Service
(executive direction and management)

RB:	Other assessed:	XB:
1 D-1	1 P-3	1 P-5
1 P-3		1 GS (OL)
1 GS (PL)		

Management Evaluation Unit
(subprogramme 1, component 4)

RB:
1 P-5
2 P-4
2 P-3
4 GS (OL)

**Enterprise resource
planning solution**
(subprogramme 1,
component 1)

1 ASG
1 D-2
3 D-1
10 P-5
20 P-4
16 P-3
7 P-2
9 GS (PL)
5 GS (OL)

**Office of the
Assistant Secretary-General, Controller**
(executive direction and management)

RB:	Other assessed:	XB:
1 ASG	1 GS (OL)	1 P-4
1 P-5		
1 GS (OL)		

**Office of the
Assistant Secretary-General**
(executive direction and management)

RB:
1 ASG
1 P-5
1 P-4
1 P-2
2 GS (OL)

**Business Transformation and
Accountability Division**
(subprogramme 4)

RB:	Other assessed:	XB:
1 D-2	3 P-5	3 P-4
3 D-1	11 P-4	8 P-3
7 P-5	12 P-3	1 P-2
8 P-4	3 P-2	1 GS (PL)
10 P-3	1 GS (PL)	2 GS (OL)
5 P-2	18 GS (OL)	
3 GS (PL)		
5 GS (OL)		

**Office of
Information and
Communications
Technology**[a]
(section 29C)

Finance Division
(subprogramme 2, component 1)

RB:	Other assessed:	XB:
1 D-2	2 P-5	6 P-5
3 D-1	14 P-47	11 P-4
4 P-5	P-3	9 P-3
6 P-4	1 P-2	3 P-2
1 P-3	3 GS (PL)	9 GS (PL)
3 P-2	26 GS (OL)	42 GS (OL)
5 GS (PL)		
30 GS (OL)		

Global Strategy and Policy Division
(subprogramme 3, component 1)

RB:	Other assessed:	XB:
1 D-2	1 P-5	2 P-4
2 D-1	7 P-4	1 P-3
8 P-5	1 P-3	2 P-2
13 P-4	4 GS (OL)	3 LL
10 P-3		
10 P-2		
6 GS (PL)		
11 GS (OL)		

Field Operations Finance Division
(subprogramme 2, component 2)

RB:	Other assessed:	XB:
2 D-1	1 D-2	1 P-5
2 P-4	1 D-1	1 P-3
1 P-3	4 P-5	2 GS (OL)
1 P-2	14 P-4	
1 GS (OL)	13 P-3	
	1 GS (PL)	
	10 GS (OL)	

Administrative Law Division
(subprogramme 3, component 2)

RB:	Other assessed:	XB:
1 D-2	1 D-1	2 P-3
1 D-1	3 P-5	1 GS (OL)
3 P-5	8 P-4	
2 P-4	6 P-3	
2 P-3	3 P-2	
1 P-2	5 GS (OL)	
1 GS (PL)		
8 GS (OL)		

Programme Planning and Budget Division
(subprogramme 2, component 3)

RB:	XB:
1 D-2	1 P-5
3 D-1	
2 P-5	
1 P-5[b]	
8 P-4	
1 P-4[b]	
7 P-3	
2 P-2	
2 GS (PL)	
6 GS (OL)	
4 GS (OL)[b]	

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

[a] Dual reporting to the Department of Management Strategy, Policy and Compliance and the Department of Operational Support.

[b] Proposed redeployment of one P-5, one P-4, and four GS (OL) posts from the Finance Division to the Programme Planning and Budget Division.

Annex II

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

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions	
A/74/7	
The Committee recommends that the General Assembly request the Secretary-General to conduct an assessment of the overall training needs of the Organization, including an assessment of the benefit and impact of training, and to report thereon in the context of the next proposed programme budget (para. VIII.17)	The Secretariat is developing a methodology and assessing its viability by working together with the relevant stakeholders, such as the United Nations Staff College, in determining the impact of the learning and training programme. With the management reform, many of the variables that need to be considered when making such an assessment, including the Organization's goals, mandates and priorities, have shifted. The Secretariat has to ensure that that impact is measured against those variables.
Office of Internal Oversight Services	
A/74/67	
The Department of Management Strategy, Policy and Compliance should develop and issue guidance requiring programmes to consider and include lessons learned from evaluations in future plans and budgets (para. 56)	The Department has provided guidance to entities through the Secretariat-wide budget workshops, as well as in the budget instructions, underscoring the importance of evaluation and on ensuring that lessons learned are taken into consideration in the planning for the next budget cycle. It has therefore requested that the Office of Internal Oversight Services consider this recommendation as closed.

Annex III

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

	Posts	*Level*	*Description*	*Reason for change*
Subprogramme 2, component 1 Finance	(1) (1) (4)	P-5 P-4 GS (OL)	**Redeployment** of one Chief of Section (P-5), one Finance and Budget Officer (P-4), three Finance and Budget Assistants (GS (OL)), and one Administrative Assistant (GS (OL))	Rationalization of funding sources of posts to functions
Subprogramme 2, component 3 Programme planning and budgeting	1 1 4	P-5 P-4 GS (OL)	**Redeployment** of one Senior Finance and Budget Officer (P-5), one Finance and Budget Officer (P-4), three Finance and Budget Assistants (GS (OL)), and one Administrative Assistant (GS (OL))	Rationalization of funding sources of posts to functions

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