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## Proposed programme budget for 2021

### Programme planning

## Proposed programme budget for 2021

### Part VIII

### Common support services

### Section 29B

### Department of Operational Support

### 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 programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

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





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## Foreword

Last year, I cited a few concrete examples of rapid, effective operational support the Department had provided in the early stage of its establishment. Those achievements gave us the confidence that we could make a meaningful contribution to the Secretary-General's reform vision and deliver on the Department of Operational Support's commitment to operational excellence and innovation.

I am pleased to report that the Department has continued to make great strides towards its goal of consistently delivering effective, expeditious, tailored and efficient enabling solutions to its global clients – many of which operate in challenging environments and require a high level of responsiveness and agility from us as service providers.

Our focus has been on changing and streamlining at times lengthy and bureaucratic processes, specifically in the areas of supply chain management and human resources, so that clients can exercise their delegated authority in the most efficient and empowered fashion.

The Department of Operational Support has provided, to this effect, a large number of advisory services and issued operational guidance in support of its clients' mandate delivery. For example, the new Procurement Manual offered shortened timelines and more flexibility in the area of procurement. E-signature was introduced in supply chain management to enable a nearly paperless operation and further advance flexible workplace. The Department also deployed a new planning tool, which provides comprehensive and timely visibility over global requirements and available solutions.

In human resources, new tools have been designed and launched to make the recruitment process faster and easier, so that the 120-day target for recruitment set by the General Assembly will be met. Rapid deployment rosters were established to allow for fast deployment of staff to emergency situations.

I am also keenly aware of the significance of my custodial duty to manage the Headquarters complex. In maintaining the Secretariat campus as an embodiment of the ideals of the United Nations enshrined in our Charter, the Department has successfully implemented a building-wide initiative abolishing single-use plastic to further advance the sustainability agenda. I am grateful to the Member States for their support and encouragement (see General Assembly resolution [72/219](#)).

In total, 193 solar panels and a green roof have been installed on the 4th floor of the conference building in order to reduce rainwater runoff into the adjacent river and to promote self-generation of renewable energy. This helps to reduce the impact on the local environment and further improves the overall efficiency and environmental sustainability of Headquarters.

Furthermore, the Department is mandated to ensure the health, safety and security of personnel through improved medical and casualty support, so that no life is sacrificed for lack of adequate and timely medical response.

We continue to work in close partnerships with both individual Member States and regional organizations through various collaboration mechanism and initiatives, such as the triangular partnership project. I would also like to highlight our strengthened cooperation with the African Union as another example of how the Department is identifying mutually beneficial and diverse solutions to the problems facing the global community. Through the Office of Information and Communications Technology, the Department also provides operational support in the form of reliable, information and communications technologies across the Secretariat.

In 2021, our activities and continuous efforts will be based on feedback from our clients and on data; the Department will continually improve its effectiveness by using performance data analytics to inform decision-making and reporting, and will embrace both innovative and proven technologies with regard to the effective service of our staff and beneficiaries.

Our commitment to leverage the structures established by the General Assembly to ensure rapid, effective and creative solutions for all entities to meet the challenges of their mandates is unwavering.

*(Signed)* Atul **Khare**  
Under-Secretary-General for Operational Support

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

### Overall orientation

#### Mandates and background

- 29B.1 The Department of Operational Support was established by the General Assembly in its resolution [72/266 B](#). It is the operational arm of the Secretariat and the client-facing interface for operational support matters in the Secretariat's management structure, which exists to support the objective of effective mandate delivery in partnership with Secretariat entities and other clients. Its mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [72/266 B](#) and [73/281](#). The Department delivers rapid, effective, efficient, responsible and customized enabling solutions that help partners meet their mandates, including in the most challenging operating environments.

#### Strategy and external factors for 2021

- 29B.2 In 2019, to meet the needs of clients across the global Secretariat and implement the support arrangements approved in resolution [72/266 B](#), the Department launched significant and ongoing change management efforts focused on establishing new organizational teams, structures, processes, information technology configurations, client interfaces and means of supporting clients.
- 29B.3 In 2021, the Department will support effective mandate delivery through the provision of operational support for the implementation of partner decisions, the provision of operational capacity development and advisory services to clients and, in exceptional cases, exercise delegated authority on behalf of clients across the Secretariat.
- 29B.4 To implement the programme, the Department will partner with client entities to mutually define requirements and co-create solutions in the areas of end-to-end supply chain management, uniformed personnel support, human resources, capacity development, delivery of diverse training services, business process improvement, medical and transactional services and operational support solutions in information and communications technology (ICT) through the Office of Information and Communications Technology.
- 29B.5 In addition, it will support entities within the Secretariat, such as small offices at Headquarters or in the field, that lack either a dedicated executive office or administrative unit or the capacity to meet the demands of surge requirements or unusual circumstances, or when the Secretary-General has withdrawn delegations of authority at the recommendation of the Department of Management Strategy, Policy and Compliance.
- 29B.6 Internally, the Department will pursue the continuous improvement of its own support model as well as Secretariat-wide business processes, including through innovative pilot initiatives with internal and external stakeholders. The Department will proactively harness technology, data and new ways of working to deliver faster and better support, in line with its vision to be recognized for operational excellence in the service of the mission of the United Nations.
- 29B.7 With regards to the external factors, the overall plan for 2021, as further detailed under each of the subprogrammes, is based on the following planning assumptions:
- (a) National institutions are supportive of efforts to improve the local health environment and facilities at mission locations;
  - (b) Troop- and police-contributing countries cooperate to ensure the timely completion and implementation of memorandums of understanding in line with the requirements for the provision of troops, formed police unit personnel and contingent-owned equipment;

- (c) Vendors are able to provide quality responses in a timely manner, including the delivery of goods and services on time;
  - (d) Vendors, in particular those from developing countries, participate in business seminars and apply for registration.
- 29B.8 The Department integrates a gender and diversity perspective in its operational activities, deliverables and results, as appropriate.
- 29B.9 The Department, under subprogramme 1 and subprogramme 3 will incorporate a gender perspective into operational support provided in line with the Secretary-General's vision and priorities, including through guidance and workforce planning toolkits developed, or staffing initiatives such as the senior women talent pipeline. The Office will also support and advise entities upon request to enable them in the exercise of their delegated authorities, including their gender parity targets, and will continue to introduce an increased focus on the delivery of women's health services.
- 29B.10 Under subprogramme 2, the Department will continue to work on bringing gender perspectives to field accommodations by assessing the engineering and facilities implications of the approved gender parity strategy to provide directives and suggestions for new guidance and/or update existing guidance to ensure gender-sensitive accommodations in field missions, in coordination with the Elsie Initiative for Women in Peace Operations and its project on field accommodations and gender parity.
- 29B.11 Under subprogramme 4, the Department aims to upgrade the physical environment at Headquarters to promote inclusiveness by improving accessibility provisions for persons with disabilities for delegates, visitors and staff on the premises in general and specifically for conferences and meetings of the United Nations system.
- 29B.12 With regard to cooperation with other entities, the Department will also seek to build and develop relationships with internal and external partners to enhance its core role. This includes maintaining arrangements with the Department of Management Strategy, Policy and Compliance that integrate and leverage the complementarity of the roles of the two Headquarters management departments, including the Management Client Board. The Department will foster partnerships between the United Nations and both individual Member States and regional organizations, including the African Union, in line with its mandates.
- 29B.13 With regard to inter-agency coordination and liaison, the Department will continue to further advance the mutual recognition agenda and seek collaboration opportunities and synergies in the spirit of One UN.

### **Legislative mandates**

- 29B.14 The list below provides all legislative mandates entrusted to the programme.

#### *General Assembly resolutions*

<a href="#">72/266 A</a>	Shifting the management paradigm in the United Nations	<a href="#">73/281</a>	Shifting the management paradigm in the United Nations
<a href="#">72/266 B</a>	Shifting the management paradigm in the United Nations	<a href="#">74/264 A-C</a>	Programme budget for 2020

### **Deliverables**

- 29B.15 Table 29B.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 29B.1

**Cross-cutting deliverables for the period 2019–2021, by category and subcategory**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Special Committee on peacekeeping operations	1	1	1	1

**Evaluation activities**

29B.16 In 2019, a self-evaluation of subprogramme 4 was conducted to assess the total operations and maintenance management strategy of the mechanical, electrical and plumbing systems.

29B.17 The findings of the aforementioned evaluation influenced the programme plan for 2021.

29B.18 The following evaluations are planned for 2021:

- (a) Evaluation of the amount and causes of sick leave, and of the amount and causes of work-related illness and injury;
- (b) Evaluation of the number and type of contracts issued as an exception to formal methods of solicitation, with a view to identifying and implementing measures to reduce such cases;
- (c) Evaluation of the number and type of contracts that need to be extended beyond their foreseen maximum period, seeking to assist in the better planning and monitoring of relevant subcategories;
- (d) Review of the archive and records management function of the Facilities and Commercial Activities Service in support of all Secretariat entities globally;
- (e) In-depth review and evaluation of the advisory service model established introduced after the establishment of the Department in 2019, including available customer relationship management tools;

**Programme of work**
**Subprogramme 1  
Support operations**
**Component 1  
Human resources support**
**Objective**

29B.19 The objective, to which this component contributes, is to strengthen the human resources capacity of all Secretariat entities, enable improved, simplified human resources processes, and offer the Organization talented and diverse staffing pools.

## Strategy

- 29B.20 To contribute to strengthened human resources management capacity of all Secretariat entities and provide the Organization with talented and diverse staffing pools, the component will continue to provide timely and consistent advice and guidance on properly exercising human resources delegated authority to human resources business partners across the Secretariat, and to support them in conflict prevention and resolution, which is expected to result in improved entity capabilities to accountably and efficiently exercise their delegated human resources authorities in support of their entity's mandate. Past results in this area include that, in 2019, the component established a primary entry point for clients and their human resources business partners seeking advice and operational support on all human resources-related matters and developed guidance on newly delegated authorities.
- 29B.21 The component will also improve and simplify human resources processes and procedures in various human resources areas, such as recruitment and onboarding, which is expected to result in increased efficiencies and measurable reductions in currently existing delays and redundancies in operational human resources processes. Past results in this area include the launch in 2019 of the first set of recruitment innovation tools, designed through wide consultation across the Secretariat with over 300 hiring managers and recruiters, that can make it easier and faster to screen and interview candidates, while improving full and fair consideration of the gender and geographical distribution of applicants at all stages of the process.
- 29B.22 Furthermore, the component will offer diverse and high-quality talent pools of candidates by managing rosters across all job families, as well as through the administration of the young professionals programme and the provision of testing and examination support. It will enable the development of workforce planning tools for entities, which will result in having the right talent at the right place at the right time. Past results in these areas include having an increased number of candidates on rosters through the management of the generic job openings schedule for rosters across 23 job families and the administration of the young professionals programme, as well as other specialized initiatives to meet the staffing and rostering needs of the Secretariat. Furthermore, in support of the Secretary General's development reform, the component has also forged a partnership with the Development Coordination Office to staff 131 resident coordinator offices worldwide, by building rosters of strategic planners and economists who can serve across the resident coordinator office network worldwide. In support of repositioning the United Nations development system and the related new vision for the resident coordinator offices, this effort has helped to address the staffing needs of the resident coordinator offices while giving due consideration to the organizational imperatives of gender parity and geographic diversity. With a total of 4,997 applications received and 3,437 screened candidates, the component has completed a significant amount of work by managing the entire rostering process – from screening, assessing and interviewing to clearing candidates for recruitment. The initiative was concluded with selections in the field locations.

## Programme performance in 2019 against planned result

- 29B.23 A planned result for 2019, which is improved recruitment, placement and promotion of the best qualified and competent staff as well as facilitation of greater geographical representation, as referred to in the report of the Secretary-General on 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 placement of 83 per cent of the successful candidates in the young professionals programme examination from unrepresented and underrepresented Member States, compared with a target of 80 per cent for the biennium 2018–2019.

**Programme performance in 2019: improved human resources support architecture that enabled client entities in the delivery of their mandate**

- 29B.24 In line with management reform's target to enable senior managers and human resources business partners across the Secretariat to take effective and timely action in line with operational requirements, the component has established a new human resources advisory support and guidance model servicing the global Secretariat. The component is providing the full spectrum of high-quality, consistent and timely human resources advisory and operational support services to empower client entities in the exercise of their delegated human resources authorities. As at 31 December 2019, the Department of Operational Support had responded to more than 3,000 written requests for advice and guidance on human resources management issues from business partners of more than 100 entities. With a response time of less than one day and an average resolution time of four business days, the new service model has proven to be fast, responsive and oriented towards the client's needs, as indicated by a 76 per cent satisfaction rate for the advisory services provided. As part of the advisory support, the component effectively supported entities in conflict prevention and resolution efforts, including when responding to requests for management evaluation, and provided multidisciplinary operational support to three entities upon request. In line with management reform's vision to centralize all operational support in one department servicing both field and non-field entities, the component has expanded service provision from field missions to the whole Secretariat, with already 49 per cent of service requests emanating from non-field entities in 2019. Owing to the establishment of a single point of entry for questions on human resources issues, Headquarters is now able to systematically track human resources support and proactively analyse patterns of issues or where additional guidance is required. As an outcome of the improved analytical capabilities, the component released seven guidance packages for clients on newly delegated authorities that were developed, inter alia, based on repeated issues and systemic patterns identified in the analysis of queries received from all client entities over the course of the year.
- 29B.25 The component also started to improve important human resources processes. In 2019, the component revised and improved the process of worldwide delivery of the language proficiency exam. Before 2019, the exam had been paper-based, and over 82,000 sheets had to be sent to 100 test centres globally. In the past, 800 compact discs had been required for listening comprehension tests, as well as hundreds of ink printer cartridges. In 2019, however, the exam was digitalized and administered online for the first time, eliminating the need for all material and providing improved access for staff in remote locations since the need to travel to test centres was eliminated. This first ever online language proficiency exam was provided using the online examinations and testing platform. More than 2,000 candidates from all over the world enrolled in the six language exams, which were scheduled over five dates in October. Multidisciplinary support teams were made available to help candidates throughout the exams in case of issues or questions. The digitalization has not only made the exam more environmentally friendly by eliminating the production and worldwide shipment of large amounts of materials, but has also reduced the administrative burden of managing the exam by significantly reducing overall grading times, including by the immediate automated assessment of the multiple-choice section of the test. In addition, the enhancement to a virtual testing environment enables candidates participate remotely from any location worldwide. In particular, this means improved access to the language proficiency exam for candidates with little or no possibility of travelling, such as staff who are working in conflict zones or countries in turmoil, or candidates working in remote United Nations duty stations.

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

- 29B.26 This work contributed to the strengthened human resources capacity of all Secretariat entities, as demonstrated by the 76-per-cent client satisfaction rate of senior Secretariat human resources business partners with the advisory services on human resources management issues, and the 87 per cent satisfaction rate for the human resources guidance materials provided to client entities by the



component. It contributed to improved and simplified human resources processes, by administering the language proficiency exam online for the first time.

Table 29B.2  
Performance measure

2015	2016	2017	2018	2019
N/A	N/A	N/A	N/A	Average client satisfaction rate of 76 per cent with the human resources advisory and support services, and 87 per cent rate for the guidance materials issued
On-site paper and pencil examinations in over 100 test centres worldwide	On-site paper and pencil examinations in over 100 test centres worldwide	On-site paper and pencil examinations in over 100 test centres worldwide	On-site paper and pencil examinations in over 100 test centres worldwide	Location-independent online exam

Abbreviations: N/A, not applicable.

## Planned results for 2021

### Result 1: the right people to be at the right place at the right time (result carried over from 2020)

- 29B.27 The component will continue the work related to supporting the short- to medium-term human resources requirements of clients, from process development through service delivery in line with its mandate, and will provide operational support and dedicated advice and guidance to managers to enable client entities in the exercise of their delegated authorities, introduce innovations to human resources processes, provide assessment and testing solutions and manage talent pools to enable the recruitment of qualified and diverse candidates, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect 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 Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 29B.3  
Performance measure

2017	2018	2019	2020	2021
N/A	Peacekeeping missions received dedicated human resources advice and support from the Field Personnel Division of the Department of Field Support, including in the areas of rosters, workforce planning and multidisciplinary visits	Secretariat-wide client entities will receive dedicated support and other advisory services in support of their operational human resources requirements	Clients experience improved and simplified human resources processes and have access to guidance packages based on feedback from client entities, and volumes of service requests	Clients are empowered to better execute delegated human resources authorities through dedicated operational advisory support, have access to needs-based guidance packages and experience improved and simplified human resources processes

Abbreviations: N/A, not applicable.

### Result 2: reduced recruitment timelines of Secretariat entities (new result)

29B.28 One of the key initiatives of management reform has been the design, development and launch of new tools to make the recruitment process faster and easier (within existing policy framework). The process is currently difficult and lengthy, placing a large administrative burden on hiring managers and making it difficult for them to fill vacancies quickly. This initiative will enable all United Nations offices with delegated authority for recruitment to meet the 120-day target for recruitment set by the General Assembly. To better understand current chokepoints in the process, the recruitment process improvement initiative started with a data analysis, followed by comprehensive consultations with key stakeholders across numerous entities of the global Secretariat. Through quantitative analytical results and client feedback, it became clear that the “assessment and recommendation” phase, consisting of screening, testing and interviewing of candidates by the respective hiring manager, is the major bottleneck. In response to the challenges identified, and in close collaboration with clients, the component produced a first set of tools in collaboration with the Office of Information and Communications Technology that were launched in Inspira in August 2019. The tools make the hiring manager’s work faster, easier and more standardized by reducing the manager’s workload associated with candidate screening and assessment.

29B.29 The positive impact on recruitment timelines depends on whether entities will fully embrace and capitalize on the newly introduced process improvements and system changes while also monitoring their own performance.

#### *Internal challenge and response*

29B.30 The challenge for the component was to support entities in the process of capitalizing on the newly introduced improvements and system changes to the recruitment process, while raising awareness of how their use can contribute to reducing overall recruitment timelines.

29B.31 In response, the component will work closely with heads of entities to inform them of the benefits of the new tools and assist them with training, advice and support in ensuring full use within their respective entities. With the newly delegated authorities, entities with delegated authorities need to be specifically reminded of their accountability for meeting recruitment targets and the utility of the tools in helping them to do so. Targeted outreach to heads of entities, particularly those who are

behind their targets and providing assistance and training to managers, is therefore of utmost importance for this initiative to be successful.

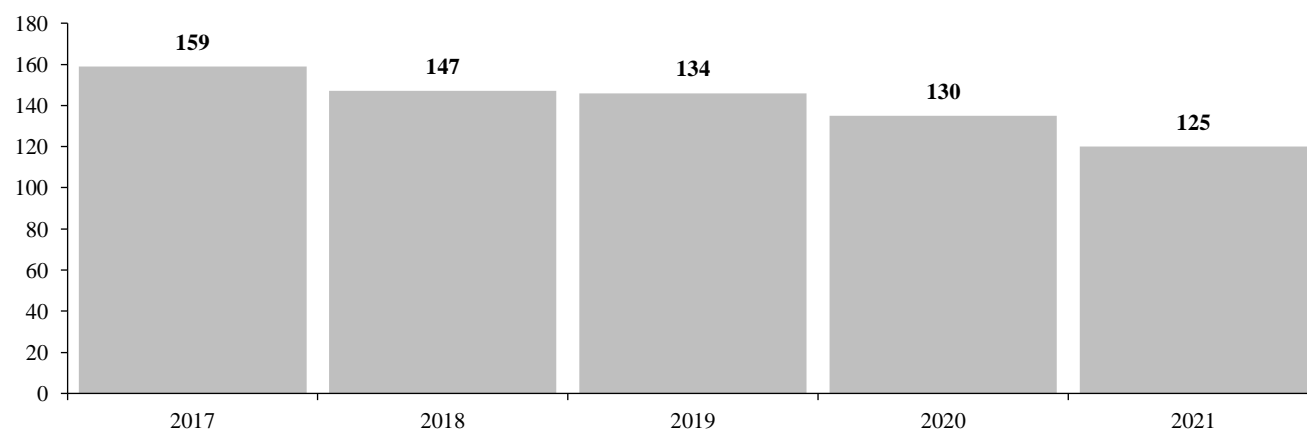
- 29B.32 The component will also continue to design, develop and launch process changes and innovative tools to make the recruitment process faster and easier, with the objective to significantly reduce the administrative burden for the hiring manager. Additional innovative changes will be rolled out in 2020 as part of multiple iterative cycles of process improvements. For the process improvements in the online systems to translate into the reduction of recruitment timelines, it will therefore be key to ensure that hiring managers are sufficiently trained in the use of the new tools.

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

- 29B.33 This work is expected to contribute to strengthened capacity of all Secretariat entities, improved simplified human resources processes and provide the Organization with talented and diverse staffing pools, which would be demonstrated, in part, by an improved average recruitment timeline. The component expects to enable reduced recruitment timelines by 2020 and 2021 through the provision of an improved process and innovative recruitment tools, with the objective to help Secretariat entities to meet the 120-day target set by the General Assembly. The full impact of combined improvements on timelines is expected to become visible in global recruitment data by 2021, if client entities use the tools and continue to focus on recruitment timelines, and staffing policies will evolve to allow transformative changes.
- 29B.34 The measured time frame begins with the posting of a job opening and ends with the selection of a candidate (number of calendar days from posting of a job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7) for all Secretariat entities with delegated authorities (Headquarters departments and offices, offices away from Headquarters and regional commissions, and field missions).

Figure 29B.I  
Performance measure: recruitment timelines, by selection year

(Days)



### Deliverables

- 29B.35 Table 29B.4 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 29B.4

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

*Category and subcategory*

**E. Enabling deliverables**

**Administration:** Serve as the primary client-facing entity for advice and support to Secretariat entities on all human resources matters, delivery of business process improvements and guidance related to senior managers in the exercise of their delegated authorities; provide advice and guidance on 2,500+ written requests for advice on entity human resources issues; devise a survey on client satisfaction with the human resources advice and guidance provided; report and advise entities on the use of staffing modalities, including non-staff capacities; provide tools for workforce planning, such as the staffing reviews toolkit, an organizational design toolkit and revised workforce planning guidelines; manage the yearly generic job opening schedule; provide guidance on the implementation of the Inspira talent management system; devise, administer and report on examinations, selections and certification tests; manage the language competitive examinations for 2,500+ candidates per year (posts at the P-2, P-3 and senior General Service levels requiring special language competence); develop, implement and improve digital testing and assessment tools for the recruitment of the General Service and related categories and the Professional and higher categories; place about 60 young professionals programme candidates and reassignment of young professionals staff after their initial two years of service.

**Component 2**

**Capacity development and operational training**

**Objective**

- 29B.36 The objective, to which this component contributes, is to ensure that all Secretariat entities have the necessary operational capacities to effectively deliver on the mandates entrusted to them.

**Strategy**

- 29B.37 To contribute to ensuring that all Secretariat entities have the necessary operational capacities to effectively deliver on the mandates entrusted to them, the component will develop and/or deliver diverse training services in partnership with various offices of the Secretariat focused on operational needs, and strengthen the effectiveness of operational capacities through support to standardization and process improvement initiatives, such as recruitment and onboarding initiatives, incorporating linguistically diverse delivery modalities, where possible, which is expected to result in stronger organizational governance by senior leadership teams, better trained staff and empowered staff to support decision-making on resource stewardship, and efficient operational processes. The component will deliver training programmes on various operational areas, including governance improvement, administration and support areas, supply chain management and eLearning modules for Umoja training across the Secretariat, which are expected to result in a cost-effective delivery platform, to the widest possible audience, reaching day-to-day practitioners across all entities in the Secretariat, and in a heightened awareness of and competence in organizational governance and resource stewardship responsibilities. Furthermore, administrators and managers will have increased opportunities to avail themselves of training opportunities, given the broadening of online platforms and the advent of streamlined, targeted training services, programmes and support. Underpinning all these are efforts to standardize and reengineer business processes that will necessarily feed into the overhauling of training approaches and materials. In its first year of operation, the Capacity Development and Operational Training Service has embarked on an exercise to review business processes and existing operational training programmes.
- 29B.38 The component will also work to broaden the linguistic diversity of United Nations personnel and commit to exploring and expanding the range and content of training programmes by optimizing existing in-house expertise. This work is expected to result in wider reach to clients, broader participation, and greater linguistic proficiency and diversity of the Secretariat. Past results include

the wider availability of specific courses of the language programme. Language courses will be offered year-round, to enable broader participation

### **Programme performance in 2019 against planned result**

- 29B.39 A planned result for 2019, which is to enable 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 on 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 80 per cent of trainees were satisfied with the Umoja human resources partner training, compared with the target of 75 per cent for the biennium 2018–2019.

### **Programme performance in 2019: establishment of capacity development and operational training component**

- 29B.40 The component was established on 1 January 2019 within the Office of Support Operations, with the role of supporting the global Secretariat's responsibility of delivering capacity development programmes in operational support areas, including for the Resident Coordinators. In aligning the component with the tenets of the management reform, the Capacity Development and Operational Training Service stands in support of the broad decentralization of managerial and administrative authorities, the simplification of processes and increased transparency and accountability. Secretariat offices have since approached the component with extensive needs for training and capacity-building programmes for which the component, in partnership with other Secretariat entities, has sought to satisfy.
- 29B.41 The component designed a number of projects, such as an eLearning training module for Umoja human resources business partners. The objective of this programme is to enable new human resources business partners to obtain the certification required for the Umoja enterprise roles. This course was delivered by the Capacity Development and Operational Training Service in the form of thematic webinars complemented by human resources case studies and related Umoja exercises. Furthermore, an organizational governance programme for senior leadership has been rolled out in support of the delegation of authority framework. These programmes, among others that have also been delivered, ensured that the capacity of staff to undertake decisions and manage resource stewardship contributes directly within each entity to achieving the respective mandate.
- 29B.42 The component recognized that the new management paradigm of decentralization and decision-making closer to the points of activities requires senior leadership of the entity to be more cognizant of its own organizational governance. It also requires better cohesion by the leadership in entity oversight and resource stewardship. With this in mind, an organizational governance programme was rolled out in mid-2019 that has since been delivered for 166 senior leaders from 17 different Secretariat entities.
- 29B.43 The organizational governance programme directly enhanced the capability of the senior leadership in delivering mandates and understanding responsibilities in oversight of various human resources, financial, risk management and auditing processes as part of the senior leadership responsibilities. The focus on the programme of the senior leadership was intended to recognize their responsibility in resource stewardship of the entity.

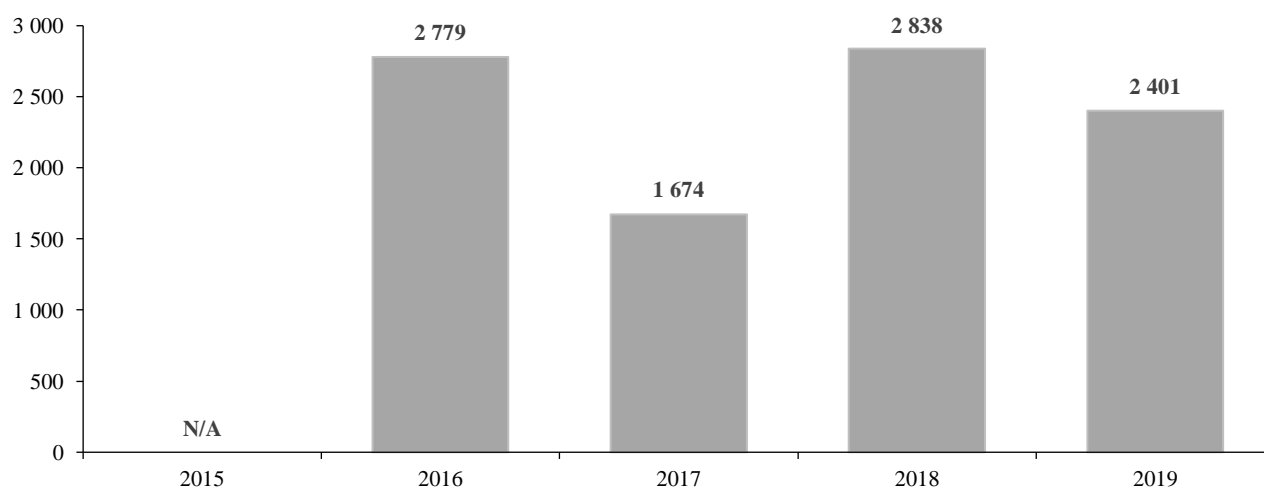
#### *Progress towards the attainment of the objective, and performance measure*

- 29B.44 The work of the component contributed to ensuring that all Secretariat entities have the necessary operational capacities to effectively deliver on the mandates entrusted to them, as demonstrated by delivering governance improvement matrix plans to 166 senior leaders from 17 different Secretariat entities. In 2019, in addition to six Umoja instructor-led training workshops, the component launched

the Umoja human resources online training in the form of thematic webinars for building local training capacities in United Nations entities, including Umoja certification courses for obtaining Umoja operational roles. Another example of progress is that the Umoja human resources experts in the Regional Service Centre in Entebbe, Uganda, and the Kuwait Joint Support Office have been trained in resolving complex data issues, which had a visible impact on the reduction of the Umoja human resources service requests, i.e. from 2,838 in 2018 to 2,401 in 2019.

Figure 29B.II

**Performance measure: annual number of human resources service requests in Umoja**



### Planned results for 2021

#### **Result 1: strengthened capacities in developing and adopting strategic, systematic and better approaches to doing business (result carried over from 2020)**

- 29B.45 The component will continue the work related to business improvement and accountability, in line with its mandate, and will assist clients in building and improving the operational capacities needed to exercise in an accountable manner authorities for strengthened capacities to develop and adopt a strategic, systematic and improved approach to conducting business; increase skills, knowledge and expertise in performing their functions; and strengthen accountability, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect 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 Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 29B.5  
Performance measure

2017	2018	2019	2020	2021
N/A	Operational capacity development programmes delivered but inconsistent across pillars in comprehensively assessing capacity gaps and providing programmes that integrate business process improvement, training, systems and tools, including knowledge management	Fully integrated operational capacity development programmes delivered to address capacity gaps in three functional areas. Initial capacity development and support programmes launched in support of decentralized authorities	Fully integrated operational capacity development programmes delivered to address capacity gaps across all nine functional areas. Capacity development and support programmes in support of decentralized authorities fully in place	Fully integrated operational capacity development programmes underpinned by a knowledge management platform that offers better user experience and addresses capacity development needs for practitioners and managers

Abbreviations: N/A, not applicable.

### Result 2: further trend towards eLearning courses (new result)

- 29B.46 In the past, business units or field offices had to secure the necessary resources to organize onsite Umoja classroom training as observed by the oversight bodies.
- 29B.47 The Umoja training subprogramme of the component is focused on developing online eLearning solutions, i.e. certification courses, for obtaining specific Umoja roles. In addition, the component will strengthen the knowledge of local and regional training capacities for the provision of Umoja training by experienced business partners at the United Nations entities by reaching out to more staff across the global Secretariat and transferring skills to the broader user community.
- 29B.48 The component will have a positive impact on the reduction of official travel for Umoja classroom training and Umoja benefits realization through the efficient use of the system at all United Nations entities. Also, it is expected that the number of Umoja human resources support issues, addressed by the system users, will go down due to a more efficient training strategy and better management of Umoja training programme by the component in close coordination with all business domains.

### Internal challenge and response

- 29B.49 The challenge for the component was to achieve a critical mass of trained staff across the global Secretariat for mainstreaming and sustaining Umoja training for the post go-live phase. In response, the component will pursue the development of Umoja eLearning courses and strengthening local/regional capacities for the provision of Umoja certification training through the knowledge hubs. This also applies to other functional areas of activities of the Capacity Development and Operational Training Service.

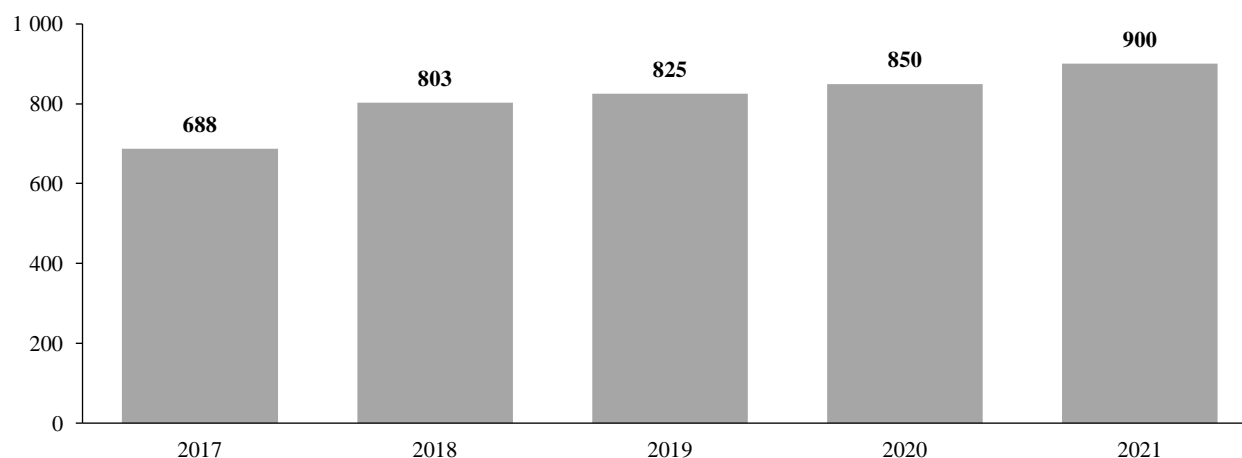
### Expected progress towards the attainment of the objective, and performance measure

- 29B.50 This work is expected to contribute to ensuring that all Secretariat entities have the necessary operational capacities to effectively deliver on the mandates entrusted to them, which would be

demonstrated by 900 United Nations staff taking Umoja training courses and the reduction of Umoja human resources support tickets.

Figure 29B.III

**Performance measure: number of United Nations staff taken Umoja human resources courses**



## Deliverables

29B.51 Table 29B.6 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 29B.6

**Subprogramme 1, component 2: deliverables for the period 2019–2021, by category and subcategory**

*Category and subcategory*

### E. Enabling deliverables

**Administration:** Capacity development programmes in the areas of human resources, finance, supply chain, medical, audit and information technology, among the functional areas supported. Sharing best practices, toolkits and methodology and providing skilled capacity and advice to clients in the area of business process improvement. The component also supports delivery of language programmes and communications skills for the Secretariat entities.

## Component 3

### Health-care management and occupational safety and health

#### Objective

29B.52 The objective to which this component contributes is to ensure the occupational safety and health of the United Nations.

#### Strategy

29B.53 To contribute to increased effectiveness of United Nations operations by ensuring the occupational safety and health of United Nations personnel, the component will further update the public health and preventive policies and approaches, including a comprehensive review of the public health elements of the United Nations Medical Support Manual – a document that guides all troop-



contributing countries, the development of evidence-based chronic disease prevention and health promotion activities for United Nations personnel worldwide, and the further strengthening of United Nations duty stations' response and preparedness for public health emergencies, which is expected to result in a reduction of adverse events and preventable harm by enhancing the health and well-being of personnel, thereby contributing to reduced absenteeism, presenteeism and improved productivity in the workplace. Past results in this area include management of the risks to United Nations personnel and United Nations health-care workers related to infectious disease outbreaks, including Ebola, Zika, malaria and others, and making ergonomics training available for personnel that reduced the incidence of musculoskeletal disorders and associated sick leave.

- 29B.54 To contribute to increased effectiveness of United Nations operations by ensuring the occupational safety and health of United Nations personnel, the component will implement modernized business processes, which is expected to result in improved and targeted interventions to mitigate occupational health and safety risks. These processes include the collection of work-related incident data using its electronic occupational safety and health record system, improved capture of the causes of the first 20 days of sickness absence, and integration of systems covering incidents, sickness absences, work-related medical evacuations and service-incurred compensations. Past results in this area are increased awareness of the medical and safety community, and data is now being collected for the first time. With the introduction of the new system, a medical case can only be documented in the electronic medical record system if an assessment has been made with respect to the work-related nature of an incident. Results also include the completion of two major software development initiatives in 2019. The information technology system for integrated incident reporting was implemented in January 2020, with substantive data likely available by mid-2020.
- 29B.55 To contribute to the increased effectiveness of United Nations operations by ensuring the occupational safety and health of its personnel, the component will undertake comprehensive and detailed credentialing of health-care personnel. The component will implement systems for ensuring appropriate qualifications and skills of health-care personnel and provide leadership and technical support to the medical workforce of the entire United Nations system, including field missions (Secretariat and troop- and police-contributing countries facilities), as well as United Nations clinics administered by the United Nations Development Programme (UNDP). This approach will ensure that positions are filled with qualified employees that possess the necessary competencies in order for the workforce to meet current and future organizational needs and objectives, which is expected to result in a reduced number of adverse events and preventable harm through an improvement in the quality of health-care services delivered in United Nations operations worldwide. Areas for improvements are: women's health (in support of the strategy on gender parity), mental health (in support of the strategy on mental health) and emergency response (in support of the strategy on the safety and security of personnel). Past results in this area include making available detailed credentialing standard operating procedures that provide troop-contributing countries with clear guidelines to comply with, ensuring that United Nations personnel are treated by qualified personnel.

### **Programme performance in 2019 against planned result**

- 29B.56 A planned result for 2019, which is improved quality of United Nations health-care services, as referred to in the report of the Secretary-General on 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 satisfied field medical staff regarding advice and support by the Health-Care Management and Occupational Safety and Health Division. The survey indicated that 95 per cent of the field medical staff who responded were fully satisfied by the advice and support provided by the component, which met the target for the biennium 2018–2019, while 5 per cent responded that they were partially satisfied.

## Programme performance in 2019: a healthy and productive workforce

- 29B.57 Building on the knowledge gained in 2018, staff health and productivity in the workplace are closely linked. The indirect costs of poor health, including absenteeism, disability or reduced work output, are often much higher than the direct medical costs paid out by the Organization. Workplace health programmes that improve the physical, mental and emotional health of United Nations personnel can reduce absenteeism and enhance stamina, concentration, and focus leading to greater work output by employees for the United Nations.
- 29B.58 In 2019, the component invested in the human capital of the United Nations by developing innovative and cost-effective workplace well-being and health promotion programmes. These included: (a) establishing an annual global health challenge for about 3,000 personnel from over 130 duty stations worldwide to take at least 10,000 steps a day over a 2-month period; (b) conducting a comprehensive physical activity survey to determine the number of United Nations personnel who fulfilled the World Health Organization recommended standards for physical activity; (c) promoting a new online ergonomic training tool for all personnel globally to help prevent soft tissue injuries and musculoskeletal disorders that occur in the workplace through poor configuration of the workstation and other occupational hazards; (d) promoting vaccinations and providing technical assistance and public health policies on a wide range of infectious diseases, including Ebola virus diseases, influenza (seasonal and pandemic), malaria, Zika, measles, tuberculosis and HIV/AIDS; and (e) in the area of mental health, in addition to direct in-person counselling, the component offered to 1,327 personnel comprehensive well-being workshops designed to build individual resilience and provide tools to strengthen an individual's response to stress.

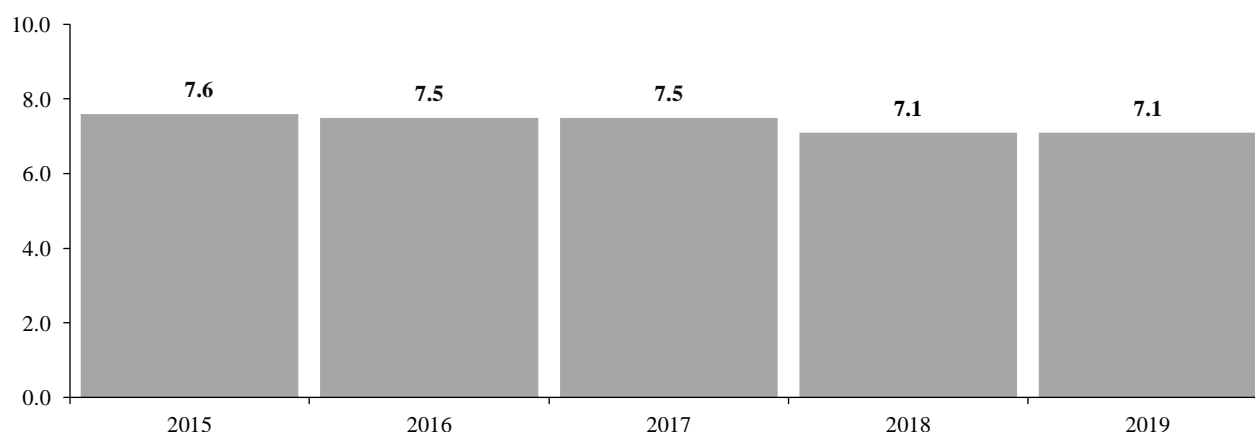
### *Progress towards the attainment of the objective, and performance measure*

- 29B.59 This work above contributed to the increase in effectiveness of United Nations operations by ensuring the occupational safety and health of United Nations personnel, as demonstrated by the reduction in the annual number of sick leave days per staff from 7.6 days in 2015 to 7.1 days in 2019. This work contributed to a reduction in absenteeism, presenteeism and improved productivity in the workplace through an enhancement of the health and well-being of personnel, thereby empowering them to live healthy and active lifestyles.

Figure 29B.IV

**Performance measure: average sick leave per United Nations personnel member per year**

(Days)



## Planned results for 2021

### Result 1: improvement in survival of peacekeepers after injury, through integrated trauma care (result carried over from 2020)

- 29B.60 The component will continue the work related to trauma care training for peacekeepers, in line with its mandate, and will continue to administer two major training courses, the “Buddy first aid course” and the “Field medic assistance course”. In addition, the component will implement critical trauma-care components of treatment as close as possible to the front lines for improved survival of injured personnel, with the additional benefit of reduced long-term loss of function in those who do survive, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect 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 Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 29B.7  
Performance measure

2017	2018	2019	2020	2021
N/A	Buddy first aid course: 11 new master trainers certified, now authorized to train trainers using the approved curriculum in their respective troop-contributing countries	Buddy first aid course: 10 master trainers certified; first troops fully trained in the new buddy first aid standard deployed, resulting in improved standard of care at point of injury; pilot course for medical assistants in the field and courses for master trainers developed and delivered, resulting in troop-contributing countries having a training framework using the approved course curricula	<p>Increase in survival rates at point of injury, following roll-out of the course for field medical assistant in the field to troop-contributing countries in highest-risk missions; increased percentage of casualties who arrive at a hospital alive and who are discharged alive.</p> <p>The first pilot course is performed in Morocco in February 2020. A total of 29 trainees attended the course, of whom 19 passed and received their certification as field medic assistant.</p> <p>Two more courses are planned in 2020</p>	Field medic assistant course: launch of the second pilot/proof of concept and implementation of the trauma register system to track casualties who arrive at a hospital alive

Abbreviations: N/A, not applicable.

### **Result 2: high quality health care through ensuring a competent medical workforce (new result)**

- 29B.61 The staff who serve the United Nations are its greatest asset. The health professionals who care for those personnel can have a profound impact on their health and well-being and, consequently, their professional effectiveness. Medical credentialing is crucial for service delivery in the United Nations health-care facilities. It not only enhances the credibility of a given health-care facility but also protects patients from medical errors caused by underqualified or wrongly qualified health-care personnel. Credentialing ensures that health-care practitioners are duly qualified and licensed. The civilian health-care workforce supported by the component is distributed in 65 United Nations-owned equipment facilities. Troop- and police-contributing countries' medical facilities, with their uniformed personnel, are also subject to professional credentialing activities of the unit. As of November 2019, the personnel of 224 (Level I, Level II, Level III hospitals) facilities has been assessed.
- 29B.62 The component aims to ensure that all United Nations personnel in all locations have access to skilled health-care workers that are equipped, motivated and supported. In 2019, the component processed an average of 117 technical clearances per month for troop- and police-contributing countries' Level II and III hospital personnel, private aero-medical evacuation team contract providers, United Nations examining physicians, and for level I clinics administered by UNDP around the world. A standard operating procedure on the credentialing or technical clearance process was developed in 2019, and roll-out started in 2020 in the context of a project to delegate credentialing of all mission medical personnel, including peacekeeping and political missions. In 2021, the component expects to finalize the implementation of the delegation of authority to field medical services. In 2021, there is a projected increase of 150 per cent in credentialing activities. The component will continue with its role of auditing the credentialing process once they are delegated.

#### *Internal challenge and response*

- 29B.63 The challenge for the component was to provide consistently high-quality medical services worldwide by a diverse medical workforce that operates in a broad geographical setting, with different educational backgrounds and the different types of licences among such a diverse workforce. The expectation of United Nations staff members would rightly be that, no matter which United Nations duty station they are deployed to or which health-care professional takes care of their needs, they can trust that they will receive the same quality health service that is in accordance with international standards. In response, the component will invest in the expansion of a credentialing system that addresses the multinational, multilingual workforce, that takes into account the different university degrees, licenses, medical board registrations and scopes of practice from one country to another, including military medical institutions, which are sometimes different from civilian institutions. The roll-out and implementation of this activity is resource-intensive as, during initial phases, standard operating procedures and training modules have to be developed, ad hoc guidance capability needs to be available and audit functions have to be executed.
- 29B.64 Part of the credentialing process is also to determine a clear scope of practice for any given health-care practitioner in the United Nations system. Only this will allow, for instance, that a specialty-trained surgeon alone performs a surgical procedure that lies beyond the minor surgical interventions that can be performed by a trained general practitioner (e.g. superficial abscess drainage). These distinctions apply to many specialties and are determined by the scope of practice for each health-care position. Once the required qualification for a post is known, the credentialing process reviews in detail the education, training, work experience and continued medical education of a particular applicant to see if she or he fulfils the necessary requirements to meet the scope of practice.

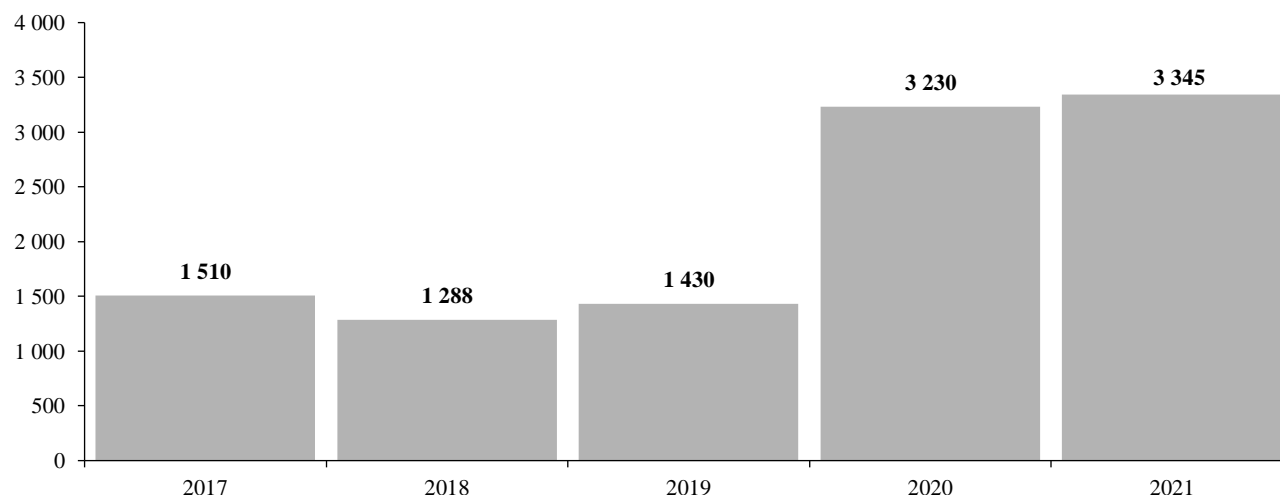
#### *Expected progress towards the attainment of the objective, and performance measure*

- 29B.65 The work is expected to contribute to increasing the effectiveness of United Nations operations by ensuring the occupational safety and health of its personnel, demonstrated by 3,345 health-care

workers credentialed and meeting the demanding standards set by the component. It will ensure that consistent and high-quality medical services are provided to United Nations staff in the field.

Figure 29B.V

Performance measure: number of health-care workers credentialed per year



## Deliverables

29B.66 Table 29B.8 lists all deliverable, 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 29B.8

Subprogramme 1, component 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory

### E. Enabling deliverables

**Occupational safety, health and well-being:** Credentialing of health-care personnel (3,345 persons), assessing the standard of health-care quality and patient safety in United Nations health-care facilities (two level II hospitals assessed), and providing policy and support for health-care workforce management, medical equipment selection; overseeing occupational health and occupational safety services worldwide, including medical consultations, travel risk assessments of travelling staff (10,000 travel risk advisories and clearances), psychosocial services, medical entitlements, physical and mental health awareness and promotion campaigns, workplace risk assessments and safety incident investigation and assessment of risks (500 incidents reviewed); supporting emergency preparedness, including for mass casualty events, to identify capability gaps that could provide unacceptable risk to staff (three duty station preparedness assessments), and providing public health emergencies comprehensive guidance (two specific public health events of concern); and providing technical supervision of health and occupational safety services delegated to field duty stations, including audit of medical entitlements (review of 200 cases), and the development and delivery of occupational safety and health policy, tools and training to support field medical services.

## **Subprogramme 2**

### **Supply chain management**

#### **Component 1**

##### **Integrated supply chain management**

#### **Objective**

- 29B.67 The objective, to which this component contributes, is to ensure the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by the United Nations Secretariat client entities.

#### **Strategy**

- 29B.68 To contribute to ensuring the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by the United Nations Secretariat client entities, the component will continue to develop and implement category management strategies, an industry standard practice with a strategic approach to sourcing solutions by organizing the acquisition of related goods and services into discrete groups by area of spending, supply markets and fulfilment of client needs, which is expected to result in improved alignment of clients' needs with suppliers' capability; the availability of the right goods and services at the right time, while taking into consideration the whole life cycle costs. Past results in this area include the development of two category strategies for travel and fuel.
- 29B.69 The component will also refine and update the global demand and acquisition plan, determining total requirements of client entities and identifying sourcing options, which is expected to result in improved visibility of global requirements and improved guidance to the client entities on cost-effective and efficient sourcing and delivery solutions, such as global/regional systems contracts, local procurement, letters of assist or memorandums of understanding, or leveraging on existing stock maintained in strategic deployment stocks or United Nations reserves or surplus from other entities, thereby avoiding the cost of additional procurement. Past results in these areas include the issuance in 2019 of the global demand and acquisition plan, with the identification of clients' requirements providing clear guidance on sourcing, with potential improvement in organizational efficiencies through possible shifting from new procurement to existing sourcing solutions, compared with initially projected requirements by the clients.
- 29B.70 The component will also continue to maintain the list of strategic goods and services sourced through Headquarters operational support to improve risk management in procurement, which is expected to result in improved guidance to client entities on sourcing options and delivering economies of scale, the avoidance of an organization's reputational risk in sensitive areas such as arms and ammunition and life-saving drugs, including blood and blood-related products, and the standardization of goods and services based on multiple clients requirements. Past results in these areas include the issuance of the Procurement Manual in 2019, providing detailed guidance on procurement, and the updated list of strategic goods and services, based on which client entities now have clear guidance on what is available under existing contracts and what they may wish to purchase locally and how to procure goods and services in line with the updated Procurement Manual, including streamlined and more flexible processes and timelines. Past results also include continuous maintenance of high-risk contracts in sensitive areas, such as arms and ammunition and blood and blood-related products by Headquarters, which has resulted in avoidance of reputational risk.
- 29B.71 Furthermore, the component will intensify its outreach efforts, including through targeted outreach based on a category management approach towards Member States, in particular developing countries and countries with economies in transition, which is expected to result in a more diversified vendor roster for different categories of goods and services, facilitating effective international competition. Past results in this area have led to an increase in the number of registered vendors by

45,121 in 2019 (from an increase of 33,902 in 2018), including an uptake in the number of vendors from developing countries and countries with economies in transition by 25,170 in 2019 (from 18,552 in 2018).

### **Programme performance in 2019 against planned result**

- 29B.72 A planned result for 2019, which is enhanced level of international competition, as referred to in the report of the Secretary-General on 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 increase in the number of eligible vendors from different regions of the world for tender invitations, by 33,902 in 2018 and 45,121 in 2019 globally, of which 18,552 and 25,170, respectively, were from developing countries and countries with economies in transition, compared to a target of 42,000 for the biennium 2018–2019.

### **Programme performance in 2019: improved planning and strategic procurement**

- 29B.73 Building on the knowledge gained in 2018, the component implementation of an integrated supply chain management has created a new opportunity for the administration to establish a holistic planning function in the Office of Supply Chain Management, enabling the organization to develop and manage a consolidated demand and source plan – the global demand and acquisition plan – for Secretariat client entities. This consolidated plan is developed and managed through concerted efforts of the Logistics Division, the Procurement Division, the Global Service Centre, the Regional Service Centre and the client entities, and remains under continuous review and updates through the integrated business planning process. The global demand and acquisition plan provides a comprehensive and timely view of global requirements, offering a clearly marked sourcing solution based on global/regional system contracts, through local procurement or by leveraging existing reserves/stocks and surplus from other entities or through Member States under letters of assist/memorandums of understanding.
- 29B.74 The component in 2019 continued to engage with global/regional service centres and client entities to refine the global demand and acquisition plan by using an improved tool for the systematic gathering of global requirements, as opposed to previously used Excel spreadsheets, which is jointly reviewed for the analysis of clients' requirements to finalize the demands and provide sourcing solutions through a category management approach – an industry standard approach in which the range of goods and services an entity acquires is divided into groups of similar or related products and provides a systematic approach to managing those goods and services with a much greater understanding of both the needs of the clients and the dynamics of the supply markets.
- 29B.75 The component also worked closely with the Umoja team for the development of business requirements to design the Umoja Extension 2 solution for supply chain demand planning, which is expected to enable the global demand and acquisition plan by Umoja solution and provide capability for the development of a statistical forecasting model for the projected requirements of clients based on historical consumption.

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

- 29B.76 This work contributed to ensuring the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by the United Nations Secretariat client entities, as demonstrated by the availability of requirements amounting to approximately \$2.1 billion for peacekeeping missions, for which sourcing options – global/regional systems contracts, existing reserves or new procurement – were identified, thus enabling the expeditious procurement of the right goods. Furthermore, this leads to the potential improvement in organizational efficiencies by the joint analysis of clients' requirements, with prospective shifting of

the identified requirements from new procurement to existing sourcing, while ensuring options for cost-effective sourcing through systems contracts, local procurement or existing stock/reserve. Thus, the clients, after development of the global demand and acquisition plan, have a clear picture of their requirements, where to source them from when they need them, if available within the Organization, or where to buy them from at a competitive cost.

Table 29B.9

**Performance measure**

<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>
Excel-based analysis without comprehensive visibility to identify global consolidated requirements and sourcing options	Excel-based analysis without comprehensive visibility to identify global consolidated requirements and sourcing options	Introduction of a new demand and acquisition planning tool	First roll-out of the global demand and acquisition plan to provide full and timely visibility of requirements	Refinement of the global demand and acquisition plan with potential improvement in organizational efficiencies through possible shifting from new procurement to existing sourcing

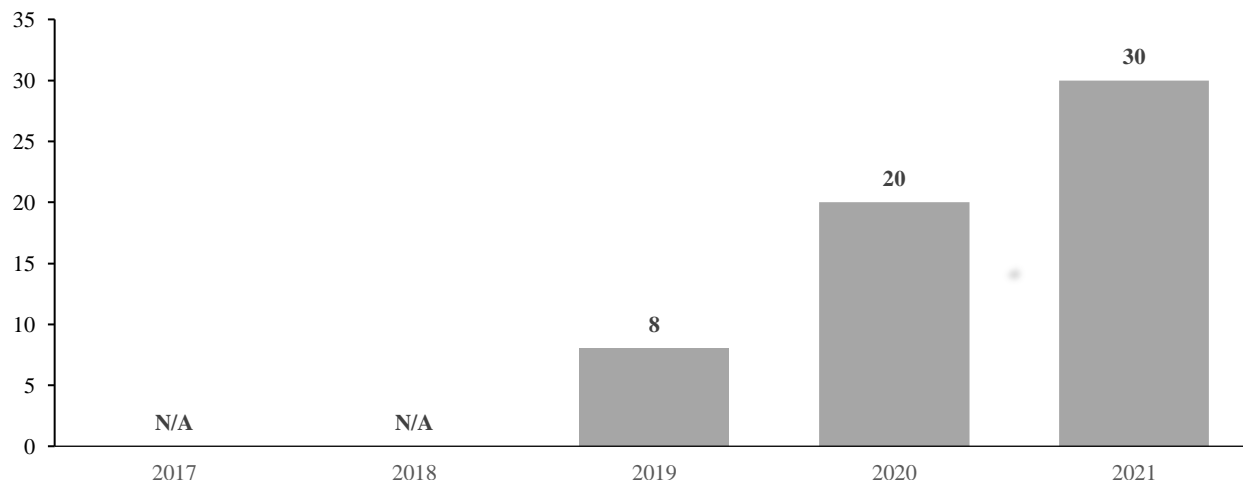
**Planned results for 2021:****Result 1: towards an efficient and effective supply chain function (result carried over from 2020)**

- 29B.77 The component will continue the work related to procurement, logistics and enabling functions, in line with its mandate, and will offer innovative solutions, maximize economies of scale and enhance collaboration with other entities for improved client support, improved availability and suitability of sourcing options across categories of goods and services, and reduced timelines with regard to establishing contracts and delivering goods and services to clients, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect 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 Assembly in its resolution [71/6](#) and the deliverables for 2020.



Figure 29B.VI

Performance measure: number of category strategies for sourcing available, for faster sourcing



**Result 2: improved planning with long-term forecasting enabled by Umoja and a systematic approach to enhance outreach efforts for United Nations procurement in developing countries and countries with economies in transition (new result)**

- 29B.78 The component has developed the 2019/20 global demand and acquisition plan through the joint work of the logistics and procurement functions at Headquarters, the Global Service Centre and Regional Service Centre in Entebbe, as well as client entities across the globe. In 2021, the component will intensify its efforts to develop a global demand and acquisition plan with forecasting capability fully enabled by Umoja, which will support the development of an automated solution for client entities to analyse their demand and finalize their sourcing solutions for the right goods and services at the right cost at the right place. The component will also adopt a systematic approach to intensify its efforts to promote United Nations procurement opportunities in developing countries and countries with economies in transition, including through the expansion of a roster of vendors from developing countries for enhancing effective international competition in United Nations procurement.
- 29B.79 In 2020, the component has intensified its work with the Umoja team to identify business requirements to design and develop solutions.
- 29B.80 The component has also intensified its efforts to engage with Member States with outreach efforts to further improve a roster of vendors from developing countries and countries with economies in transition.

*Internal challenge and response*

- 29B.81 The challenge for the component was to streamline the requirements relating to unpredictable operations stemming particularly from peacekeeping volatility and to the non-availability of quality data. In response, the component will enhance coordination with the Umoja team to ensure the availability of quality data, as well as with client entities, to make sure that any deviation from projected requirements is addressed immediately in an enhanced collaborative manner through the integrated business planning process. In the area of outreach to Member States, the challenge for the administration related to the decision of vendors from developing countries to participate in United Nations procurement. To address the issue, the Secretariat will continue to conduct outreach activities to vendors from developing countries and countries in transition and measure the subsequent participation rate in tenders. This will enhance international competition and lead to a further diversified supply base.

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

- 29B.82 This work is expected to contribute to ensuring the availability of the right goods and services at the right place, the right time and the right costs, for effective and efficient mandate implementation by Secretariat client entities, which would be demonstrated by the promulgation of a Umoja-enabled global demand and acquisition plan that reflects clear options for sourcing, the availability of existing stocks/reserves/surplus, and thereby reduces the timeline associated with any new procurement.

Table 29B.10  
Performance measure

2017	2018	2019	2020	2021
Introduction of a new demand and acquisition planning tool	First roll-out of the global demand and acquisition plan to provide full and timely visibility of requirements	Refinement of the global demand and acquisition plan with potential improvement in organizational efficiencies through possible shifting from new procurement to existing sourcing	Global demand and acquisition plan enabled by Umoja Extension 2 to provide improved data visibility and sourcing options for the timely delivery of goods and services at a competitive cost	Global demand and acquisition plan with forecasting capability based on consumption pattern and thereby improved utilization of cost-effective sources by client entities for the timely availability of the right goods and services required by clients

## Legislative mandates

- 29B.83 The list below provides all legislative mandates entrusted to the component

*General Assembly resolutions*

68/263	Procurement	70/286	Cross-cutting issues
69/273	Procurement		

## Deliverables

- 29B.84 Table 29B.11 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 29B.11  
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
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	1	1	–	1
1. Report of the Secretary-General on procurement activities, submitted to the General Assembly (biennial report)	1	1	–	1

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>5</b>	<b>5</b>	<b>–</b>	<b>4</b>
2. Meetings of the Fifth Committee	4	4	–	3
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	–	1
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>42</b>	<b>44</b>	<b>44</b>	<b>46</b>
4. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations (total 26 seminars, averaging two days per seminar)	42	44	44	46
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice on further improvements based on the quarterly review of supply chain performance; facilitation of local procurement requests; provision of advice and presentation of procurement cases generated in global Secretariat entities to the Headquarters Committee on Contracts in accordance with the delegation of procurement authority framework; provision of advice to the integrated mission planning for new, emerging and surge operations; databases and substantive digital materials.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> system-wide cooperation on business operation projects and procurement cases with the United Nations entities procurement network; individual coaching sessions with Secretariat clients on supply chain performance improvement; annual five-day workshop on supply chain planning; annual five-day outreach programme on the transportation of passenger and cargo, including strategic lift of contingent; five-day outreach programme on strategic sourcing under the category management approach.				
<b>Digital platforms and multimedia content:</b> supply chain performance management framework, including baseline business intelligence, operational reporting and key performance indicators to measure and monitor the overall performance of supply chain management globally; creating a dedicated virtual space to spur on innovation and excellence in supply chain management; developing, monitoring and publishing business intelligence reports for all functions in the Secretariat-wide supply chain; annual update of Secretariat procurement statistics on the Procurement Division website for all clients to support the integrated end-to-end supply chain.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> vendor registration support; development and piloting of new innovative projects, such as the introduction of e-tendering; registration of qualified suppliers worldwide; certification (professionalization) programme for procurement practitioners; advisory services on procurement matters for staff and clients/stakeholders in global Secretariat entities; annual global demand plan; global acquisition plan for annual publication; advice to client offices on matters related to their acquisition plans and strategic and operational acquisition priorities; strategic sourcing under category management; long-term plan to facilitate forecasting, source planning and delivery; strategic-level support within the logistics specialist areas of aviation, strategic movement by sea and overland, engineering, medical logistics, transport and fleet management and life support, including fuel, rations and general supplies; execution and management of air service contracts with commercial and military providers for 81 air services, as well as three unmanned aerial vehicle systems, across all client entities with air assets; sourcing, executing and managing approximately 130 contracts, including 100 global systems contracts, in the areas of engineering, transport, general supplies and medical support, as well as 30 turnkey contracts for fuel and rations for 36 categories across eight business areas, including design and review of technical specifications, solicitation documents and vendor submission; developing and implementing category strategy; negotiating, executing and administering commercial contracts and letters of assist for the procurement of goods and services; executing, managing, reviewing and updating 56 air charter agreements; arranging, facilitating and monitoring deployment and rotation movements and source solutions for approximately 180,000 uniformed personnel and associated cargo of approximately 65,000 tons annually by air, naval and ground transport modalities.				

## Component 2 Uniformed capabilities support

### Objective

- 29B.85 The objective, to which this component contributes, is to ensure the efficient and effective functioning of the peace and security pillar of the United Nations.

## Strategy

- 29B.86 To contribute to ensuring the efficient and effective functioning of the peace and security pillar of the United Nations, the component, as the single point of contact for the troop- and police-contributing countries on all administrative and logistical issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement, will review the information related to deployed capabilities to ensure it is in line with mandated tasks. The component will expeditiously process reimbursements to Member States and negotiate and finalize memorandums of understanding, for formed units by continuing the approach adapted from the Secretary-General's management reform to have two pillars in the component: one focused on memorandums of understanding, policy and procedures related to contingent-owned equipment and administering the Working Group on Contingent-Owned Equipment and the troop cost survey; and the second dedicated to the reimbursement of troops as well as contingent-owned equipment and strategic performance. The expected result is streamlined and timely payments to contributing countries for contingent-owned equipment, uniformed personnel, letters of assist and death and disability claims, and the timely finalization of the memorandums of understanding and the provision of better client service, while improving communication with the troop- and police-contributing countries regarding the performance of contingent-owned equipment for the purposes of improving performance. Past results in this area include the reduction of unsigned memorandum of understanding by more than 50 per cent – from a total of 31 as at 31 December 2018 to a total of 15 as at 31 December 2019.
- 29B.87 The component will also provide an improved reimbursement process that is expected to result in enhanced transparency, accountability and real-time availability of data for Headquarters and field clients, thereby enhancing standardization and the reduction of errors, which increases the quality of memorandums of understanding and claims. Past results in this area include the deployment of the Uniformed Capabilities Management System work package 1A, which was launched in August 2019 and links the statement of unit requirement to the memorandum of understanding, the contingent-owned equipment verification reports to the contingent-owned equipment calculation, and the death and disability claim to the compensation process. The System provides a platform linking statements of unit requirement to memorandums of understanding, field verification reports and reimbursements.

## Programme performance in 2019 against planned result

- 29B.88 A planned result for 2019, which is increased efficiency and effectiveness of mandate delivery, as referred to in the report of the Secretary-General on 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 maintenance of a three-month average processing time frame for contingent-owned equipment claims, from receipt of the mission-certified documentation to its approval by the Department of Operational Support, for 4,750 uniformed personnel and contingent-owned equipment-related reimbursements. The component worked with the Umoja team to deploy the Uniformed Capability Management System for the timely processing of Member States' claims through a Umoja-enhanced platform, which improved business processes and business continuity and provided robust analytics.

## Programme performance in 2019: timely processing of reimbursements to Member States and fewer pending memorandums of understanding

- 29B.89 Building on the knowledge gained in 2018, the component provided a single point of contact for Member States to address their requests/claims on administrative, financial and logistical functional/aspects related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement. The component coordinated, negotiated and finalized memorandums of understanding to ensure Member States are reimbursed in a timely matter for the deployments to

peacekeeping missions. In addition, the component intensified its efforts to reduce the backlog of unsigned memorandums through continuous follow-up with troop- and police-contributing countries.

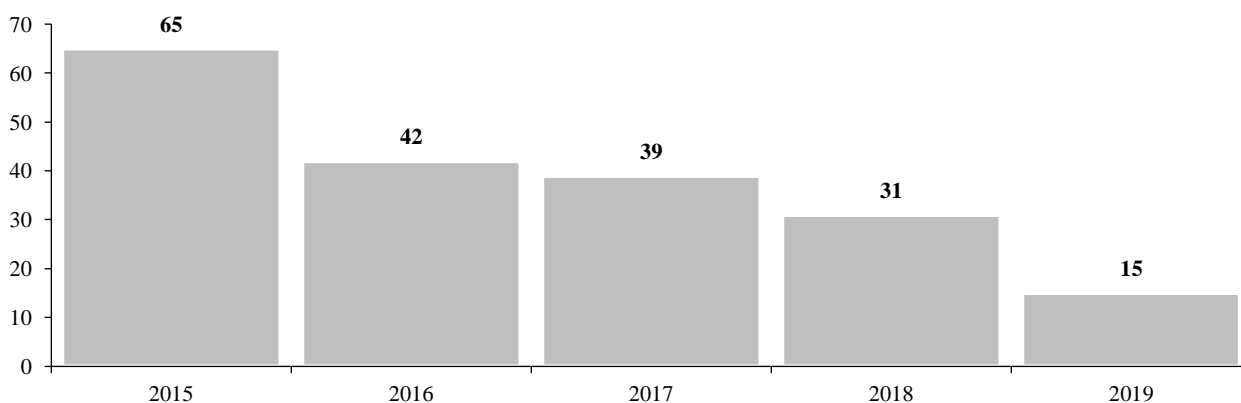
- 29B.90 During the period, four memorandums of understanding were signed prior to deployment of the formed unit to the field mission, and 19 of the 31 unsigned memorandums at the start of 2019 were finalized. Reimbursements amounting to \$2.2 billion for uniformed personnel and contingent-owned equipment in formed units were successfully certified within three months of the immediately preceding quarter. A total of 4,750 reimbursements were certified for both uniformed personnel and contingent-owned equipment, compared with 3,148 for such equipment alone in 2018.

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

- 29B.91 This work contributed to ensure efficient and effective functioning of the peace and security pillar of the United Nations, as demonstrated by a reduction in number of unsigned memorandums of understanding from 31 in January 2019 to 15 in December 2019. In MINUSMA alone, there was a reduction of unsigned memorandums from 16 as of January 2019 to 8 as of December 2019.

Figure 29B.VII

**Performance measure: total number of memorandums of understanding unsigned**



### Planned results for 2021

#### **Result 1: reduced timeline in processing of reimbursements through a single entry point (result carried over from 2020)**

- 29B.92 The component will continue the work related to the reimbursement of troops and police from contributing countries, in line with its mandate, and will provide strategic and operational support and a deeper partnership with troop- and police-contributing countries for a reduced timeline in processing reimbursements for those countries, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect 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 Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 29B.12  
Performance measure

2017	2018	2019	2020	2021
N/A	Troop- and police-contributing countries do not have a single-entry point for administrative and logistical aspects of force generation process across multiple organizational units	Troop- and police-contributing countries have a single-entry point for all support and logistical aspects of all contributions	Troop- and police-contributing countries have a single-entry point for all support and logistical aspects of all contributions; timely processing of reimbursements to some 90,000 military and police personnel, and completion of all memorandums of understanding within 90 days after deployment	Troop- and police-contributing countries have a single-entry point for all support and logistical aspects of all contributions; timely processing of reimbursements to all military and police personnel, and completion of all memorandums of understanding within 90 days after deployment

Abbreviations: N/A, not applicable.

**Result 2: single point of contact in the areas of administrative, logistical and financial support to troop- and police-contributing countries for faster reimbursement (new result)**

- 29B.93 The component will continue to serve Member States as a single point of contact on administrative, logistical and financial issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement.
- 29B.94 The component will stabilize the roll-out of the troop-strength reporting and calculation module to automate and streamline the reporting of troop strength reports. The component will advise, inform and support Member States, field missions and Headquarters departments, by seamlessly integrating legislative, mandate-related planning and implementation, reimbursement and performance analytical frameworks associated with uniformed personnel, contingent-owned equipment and self-sustainment. The component will also initiate preparations for the conduct of the next quadrennial troop-cost survey.

*Internal challenge and response*

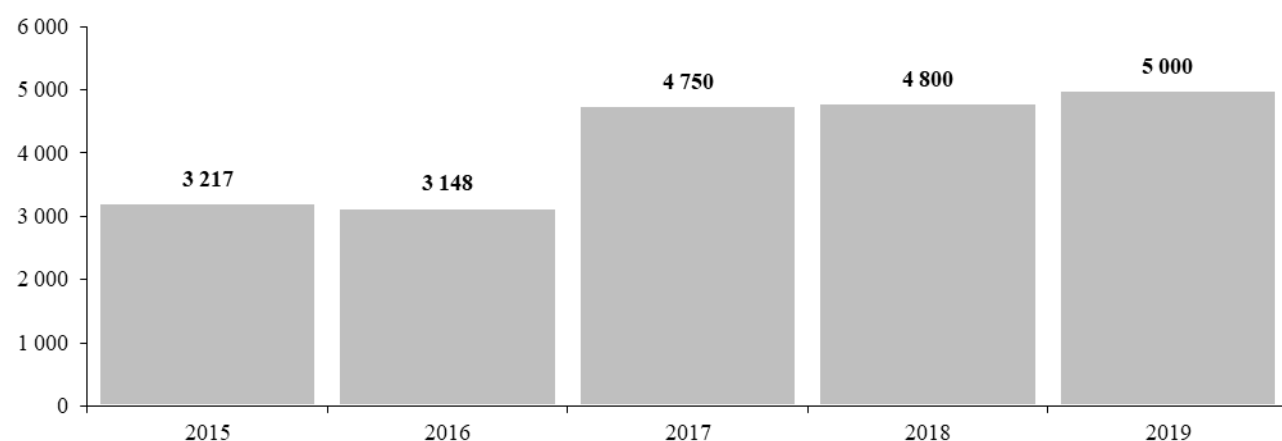
- 29B.95 The challenge for the component was the manual reporting and calculation system for the reimbursement of uniformed personnel, which was not integrated with the contingent-owned equipment reimbursements to troop- and police-contributing countries. In response, for 2021, with the roll-out of the additional module in Umoja, the component will be able to automate the calculation and reimbursement processes, which minimizes the risk of calculation errors.

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

- 29B.96 This work is expected to contribute to ensure the efficient and effective functioning of the peace and security pillar of the United Nations, which would be demonstrated by faster reimbursements to Member States, made possible by 5,000 contingent-owned equipment reimbursement claims processed within 3 months.

Figure 29B.VIII

**Performance measure: number of contingent-owned equipment reimbursement claims and uniformed personnel processed within 3 months**



### Legislative mandates

29B.97 The list below provides all legislative mandates entrusted to the component.

#### General Assembly resolutions

67/261	Report of the Senior Advisory Group established pursuant to General Assembly resolution 65/289 to consider reimbursement to troop-contributing countries and other related issues	72/285	Rates of reimbursement to troop- and police-contributing countries
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### Deliverables

29B.98 Table 29B.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 29B.13

**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
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	–	–	2	–
1. Report of the 2020 Working Group on Contingent-Owned Equipment	–	–	1	–
2. Report of the Secretary-General on the 2020 Working Group on Contingent-Owned Equipment	–	–	1	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	1	1	3	–
3. Meeting of intergovernmental bodies, including the Fifth Committee and the Working Group on Contingent-Owned Equipment	1	1	3	–

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>10</b>	<b>20</b>	<b>10</b>	<b>20</b>
4. Training programmes and seminars to Member States on the various aspects of memorandum of understanding, contingent-owned equipment policies and procedures, as well as death and disability compensation claims	10	20	10	20
<b>E. Enabling deliverables</b>				
<b>Administration:</b> new and amended memorandums of understandings for military and police contingents deployed to field missions; agreements negotiated and signed for military and police contingents pledged to the rapid deployment level of the Peacekeeping Capability Readiness System; assessment and calculation of premiums payable for risk or for enabling capacities deployed to field missions; assessment and calculations of contingent-owned equipment reimbursement for military and police contingents deployed to field missions, personnel reimbursement for military and police contingents deployed to field missions; letter of assist reimbursement; assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions; calculation of proportional deduction to personnel reimbursement owing to absent of non-functional major equipment contributed to field missions; comparative analysis and management reports on contingent-owned equipment and personnel elements in field operations to improve effectiveness in field resourcing. Statement of Unit Requirements concerning support/logistics and contingent-owned equipment.				

### Subprogramme 3 Special activities

#### Objective

- 29B.99 The objective, to which this subprogramme contributes, is to ensure clients can respond to special situations.

#### Strategy

- 29B.100 To contribute to ensuring clients can respond to special situations, the subprogramme will enhance the capacity for newly deployed or expanded Secretariat entities to achieve their agreed-upon stage of initial operational capacity. The subprogramme will accomplish this effort by identifying critical staff and resources – both financial as well as deployable assets – that can be emplaced in the theatre of operation, which is expected to result in a more expedient and sustainable deployment of staff, assets and financial resources for the entity to start executing its mandate as quickly as possible. Past results in these areas include development of initial resource plans and recruitment plans for the United Nations Mission to Support the Hudaydah Agreement (UNMHA), the United Nations Emergency Ebola Response Coordinator and United Nations Integrated Office in Haiti (BINUH).
- 29B.101 The subprogramme will also contribute to comprehensive support solutions for partners and enable the closure and liquidation of entities following the conclusion of mandated activities. The subprogramme will expedite the resolution of outstanding residual administrative matters for these closed entities in consultation with relevant offices, such as the Office of Legal Affairs and the Department of Management Strategy, Policy and Compliance, which is expected to result in more timely closure of unresolved administrative issues, such as aged receivables, unreconciled payments and potential claims from third parties, as well as vendor disputes. Past results in these areas include support for the administration of residual matters for the recently closed peacekeeping mission in Haiti (the United Nations Mission for Justice Support in Haiti).
- 29B.102 Furthermore, the subprogramme will contribute to comprehensive support solutions for partners and will strengthen capacity at all duty stations through crisis preparedness training for all personnel and managers. This includes the development of human resources planning templates for offices and managers and the management of crisis support volunteers' rosters. In addition, the subprogramme will provide a response during emergencies through the activation of call centres and the crisis



support volunteers network, as well as reporting, case management, coordination within the Organization and agencies, funds and programmes. It will also provide post-incident survivor services through the following: continuous support to staff/families; the coordination of counselling, benefits, compensation, placement, communication and case management; and the organization of memorial services. The services are expected to result in strengthened crisis response capacities and higher awareness levels across the United Nations system. Past results in these areas include support to the Economic Commission for Africa in the aftermath of the Ethiopian Airlines plane crash in March 2019; support to the United Nations Support Mission in Libya in the aftermath of the fatal attack in Benghazi, Libya, in August 2019; support to the United Nations Assistance Mission for Iraq (UNAMI) and to the Resident Coordinator Office in Iran in the aftermath of the attacks on United States of America military facilities and the rising tension in the region.

- 29B.103 The subprogramme will also contribute to comprehensive support solutions for partners, and will coordinate the efforts of the Department of Operational Support to more effectively and efficiently manage support partnerships in order to leverage from a broader range of support capacities and solutions for the receipt or provision of operational support from or to Secretariat and other external entities. The Department's investment in strengthening its support partnerships includes bilateral and trilateral partners, including other United Nations actors and Governments, as well as regional organizations such as the African Union and its operations, which is expected to result in enhanced cooperation agreements that support the planning and drafting of support concepts for start-up and surge or crisis situations. Past results in these areas include leveraging existing capacities in other Secretariat bodies, including field missions to support new entities, as well as the use of existing mission support capacities in the Office of the Special Envoy of the Secretary-General for Yemen for the newly established UNMHA or the use of UNAMI to provide mission support for the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant (UNITAD).

### **Programme performance in 2019 against planned result**

- 29B.104 A planned result for 2019, which is the timely completion of the planning, rapid deployment and establishment of field missions in response to Security Council mandates, as referred to in the report of the Secretary-General on 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 identification and deployment of logistics equipment capable of supporting start-up teams and initial troop and police deployments within 90 days of the adoption of Security Council mandates by the development of initial resource plans and recruitment plans for UNMHA and BINUH.

### **Programme performance in 2019: enabling support solutions**

- 29B.105 The subprogramme developed a recruitment plan for each field mission in a start-up, expansion or transition phase to address staffing needs and to achieve target incumbency rates as specified in mission compacts. To this end, the Division for Special Activities developed recruitment plans for UNMHA, the United Nations Emergency Ebola Response Coordinator and BINUH. In addition, the staffing of critical positions (108) within the resident coordinator offices globally, was also undertaken, applying a staffing strategy and use of the recruit-from-roster modality. The subprogramme also coordinated and administered initial recruitment for UNMHA, the United Nations Ebola Response Coordinator, BINUH and UNITAD until new entities had sufficient capacity.

- 29B.106 The subprogramme provided support for entities faced with critical situations affecting United Nations capacities. To this end, the Division for Special Activities coordinated crisis preparedness support for the victims of the Ethiopian Air crash, and the bomb attack in Benghazi, coordinated the Secretary-General's annual memorial service for the United Nations personnel and coordinated and implemented numerous awareness and training courses on crisis preparedness and management.

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

- 29B.107 This work contributed to ensuring that clients can respond to special situations, as demonstrated by the establishment of a standing surge capacity pool to allow for fast deployment of staff to emergency situations. The Secretariat does not presently maintain or use rapid deployment pools, with the exception of the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Human Rights and Electoral Assistance Division. The standing surge capacity pool ensures a readily available and pre-approved pool of Secretariat staff, available for timely deployment and all Secretariat entities that are better able to respond to fluctuations in work demand stemming from special situations, including surge during start-ups, transitions and liquidations/closures. The framework for the standing surge capacity pool was promulgated in mid-June 2019, with applicants from across the Secretariat applying for the pool. The subprogramme completed the review of all applicants in December 2019 against eligibility and matching criteria for the published job functions.

Table 29B.14  
Performance measure

2015	2016	2017	2018	2019
N/A	N/A	N/A	N/A	Standing surge capacity pool
				Entities promulgate rapid deployment rosters

Abbreviations: N/A, not applicable.

## Planned results for 2021

### Result 1: clients enabled to respond effectively and efficiently to the challenges of special situations (result carried over from 2020)

- 29B.108 The subprogramme will continue the work related to supporting new or transitioning missions, in line with its mandate, and will establish critical operational support platforms for new missions or other entities for quicker deployment of advanced teams to newly established operations to meet the target dates for initial operations, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect 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 Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 29B.15  
Performance measure

2017	2018	2019	2020	2021
N/A	Entities do not use rapid deployment rosters	Entities promulgate rapid deployment rosters	Entities use rapid deployment rosters, with 80 per cent of identified surge positions encumbered within one month	<p>The concept of rapid deployment rosters evolved into the standing surge capacity pool, providing a roster of validated staff in 125 identified functions, commonly required for start-ups, transitions, closures or emergency response.</p> <p>The pool will enable the Organization to deploy at short notice pre-approved staff for assignments of up to 90 days to support surge requirements globally within Secretariat entities</p>

Abbreviations: N/A, not applicable.

### Result 2: enabling comprehensive support solutions for partners (new result)

- 29B.109 The subprogramme will oversee a range of specialized and cross-cutting operational capacities. The specific requirements for different partners will be met through dedicated staffing resources or – in particular for start-up, surge and crisis requirements – through the formation of temporary teams with subject matter experts drawn from the Office of Support Operations, the Office of Supply Chain Management and the Office of Information and Communications Technology, as required, to meet immediate support requirements until the crisis has ended or resources have been identified or approved to meet the requirements on an ongoing basis.
- 29B.110 The subprogramme will continue to manage, strengthen and develop arrangements with key partners, such as regional and subregional organizations, as well as other United Nations actors and Governments, including triangular partnership arrangements, for both offering and receiving operational support assistance, and will develop tools and analysis to assess and forecast cost drivers. During the operational planning of a special activity, including surge support, additional support requirements (gaps) could be provided to or received from partners. In certain situations, drawing on the comparative advantages of partners may enable the Department of Operational Support and the United Nations to be more responsive, agile and nimble in addressing support requirements. During the planning process, a portfolio of existing collaborative arrangements with partners will be available with a clear indication of their comparative advantages. This approach will enable the Department to leverage from a broader range of support solutions that strengthen its capacity to provide effective and efficient support services that enable successful mandate implementation.

- 29B.111 The subprogramme will also continue to provide in a flexible manner the necessary support for the integrated operational teams for peacekeeping operations in the regional structure of the peace and security architecture. The close cooperation with the Department of Peace Operations and the Department of Political and Peacebuilding Affairs will enhance the awareness of the Division for Special Activities of current and emerging issues in field mission context and allow the subprogramme to tailor its work to respond to these issues if needed.

*Internal challenge and response*

- 29B.112 The challenge for the subprogramme was a combination of the requirement for tailored rather than transplanted solutions, a short time frame for response, a need for operational readiness to respond to unanticipated or rapid onset requirements, as well as a high but fluctuating work volume, and the need to ensure coherence among the various entities involved in providing support, to bridge knowledge gaps where there are no pre-existing solutions, guidance or experience and to establish accountability through the clear delineation of roles and responsibilities within the Department of Operational Support and the rest of the Secretariat.
- 29B.113 In response, the subprogramme will coordinate the efforts of the Department of Operational Support to establish critical operational support platforms for new missions or other entities, including with regard to initial situational awareness, preliminary engagement and planning with relevant counterparts and the detailed planning and development of the required operational support concept or plan. The subprogramme will use arrangements with key partners, such as regional and subregional organizations, as well as other United Nations actors and Governments, including triangular partnership arrangements; both offer and receive operational support assistance, tools and analysis to assess and forecast cost drivers; and coordinate with the Department of Peace Operations and the Department of Political and Peacebuilding Affairs on field operations. The subprogramme is also developing a surge capacity mechanism to allow for the rapid temporary deployment of expert support staff from across the Department of Operational Support or elsewhere for finite periods in special situations. The subprogramme's engagement with the partner will end with a handover to the entity once it reaches initial operating capacity and the ability to administer itself. A similar role will be carried out for the transitioning or consolidation of an existing operating entity anywhere in the Secretariat.

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

- 29B.114 This work is expected to contribute to ensuring clients can respond to special situations, which would be demonstrated by at least 35 per cent of the approved positions encumbered by the start date of the new mission. It is anticipated that these measures will meet the immediate support requirements when a crisis has ended or resources have been identified or approved to meet the requirements on an ongoing basis. In regard to partnerships, it is hoped that this will strengthen capacity in the Department of Operational Support to provide effective and efficient support services that enable successful mandate implementation.

Table 29B.16  
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Entities promulgate rapid deployment rosters	Entities use the standing surge capacity pool to staff deployment.  80 per cent of identified surge positions encumbered within one month	35 per cent of approved positions encumbered by entity start date of new missions.  60 per cent of plans for start-up, surge support and crisis have considered partnership options

Abbreviations: N/A, not applicable.

## Deliverables

- 29B.115 Table 29B.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 objectives stated above.

Table 29B.17  
Subprogramme 3: deliverables for the period 2019–2021, category and subcategory

Category and subcategory

### E. Enabling deliverables

**Administration:** Recruitment plan developed for each field operation a start-up, expansion or transition phase; dedicated in situ support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management; strategic assessments of mission requirements, set-up and resourcing; guidance on drawdown and transition of field operations; situational awareness and high-level reports on emerging requirements and operations; mission support concepts developed and updated to reflect new or changing operational environments in programme delivery; establishment of new partnership agreements on operational matters with regional and subregional organizations operational resourcing standards to guide the work of the Department of Operational Support and its client entities; financial models to forecast the implications of mandate changes; initial resource plans for the implementation of new or expanding field operations mandated by Security Council. Crisis response: 10 targeted crisis response capacity trainings delivered, five (5) major concrete operational engagements to manage and strengthen existing joint support arrangements, and/or explore new support arrangements, with regional and subregional organizations, Member States, agencies, funds and programmes.

## Subprogramme 4 Administration, New York

### Objective

- 29B.116 The objective, to which this subprogramme contributes, is to ensure a safe and fit-for-purpose physical environment at Headquarters and responsive facilities, as well as administrative, logistics, information and other services in support of the efficient functioning of the Organization and an informed public on the work of the United Nations.

## Strategy

- 29B.117 To contribute to a safe and fit-for-purpose physical environment at Headquarters, the subprogramme will continue to proactively maintain and operate the Headquarters buildings while leveraging technology and integrating good practices in facilities management that achieve efficiencies, promote a modern workplace and support Member States in the implementation of the Sustainable Development Goals. It will pursue its long-term planning of office accommodation and building alterations to support the needs of entities in New York and maintain the property value of the campus. The strategic focus of the subprogramme will be to implement, following an independent review conducted in 2019, the operations and maintenance strategy for Headquarters, emphasize accessibility improvement projects for persons with disabilities and support environmental sustainability management efforts. This work is expected to result in a highly functional, more inclusive and sustainable campus that symbolizes the ideals of the United Nations. Past results in these areas include a more efficient preventive maintenance programme implemented through Umoja to support a proactive approach to building management, accessibility enhancement in the General Assembly Hall, and environmental improvements, such as the retrofitting of light-emitting diodes, solar installations, and the reduction of single use plastic.
- 29B.118 To contribute to responsive facilities, as well as administrative, logistics, information and other services in support of the efficient functioning of the Organization, the subprogramme will continue to provide efficient, timely and cost-effective services to internal clients in New York in the areas of building management, office space, asset and official gift management, inventory and warehouse management, travel and transportation, mail and pouch, event management, postal administration, catering and other commercial operations. It will also provide archive and records management services to Secretariat entities globally. The Subprogramme will focus on monitoring client feedback and the rate of completion of service requests against standard turnaround time, which is expected to result in favourable client satisfaction. Past results in this area include client satisfaction of over 90 per cent for facilities and travel related services.
- 29B.119 In addition, to contribute to an informed public on the work of the United Nations, the subprogramme will continue to serve the public in New York and globally through its postal, gift, archive and information services, with the expected result of raising awareness on the current and past work of the organization. Past results in this area include making 80 per cent of former Secretary-General Ban Ki-moon's archives available online, which are accessed approximately 4,000 times a year by researchers and others around the world.

## Programme performance in 2019 against planned result

- 29B.120 A planned result for 2019, which is the efficient and effective management, maintenance and operation of Headquarters facilities, as referred to in the report of the Secretary-General on 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 76 per cent of services provided within the established turnaround time at Headquarters during the latter part of the biennium, following a review to help desk procedures and service level agreements, as compared to a target of 75 per cent for the biennium 2018–2019.

## Programme performance in 2019: flexible workplace

- 29B.121 Building on the knowledge gained in 2018, the implementation of the flexible workplace project continues to transform the Secretariat building into a modern workspace that enables productivity. In a year of implementation of the reform agenda, the project provided operational efficiencies and increased flexibility to accommodate the organizational changes approved by the General Assembly.
- 29B.122 In 2019, five floors in the Secretariat building were reconfigured. Four of these floors were in support of the peace and security reform where the workspaces were designed for the colocation of

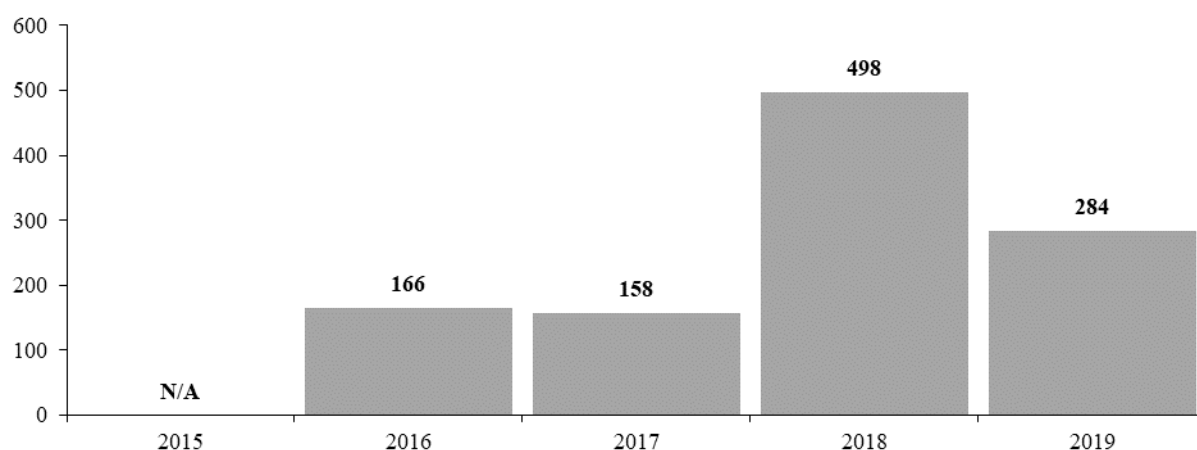
staff from the Department of Peace Operations and the Department of Political and Peacebuilding Affairs. The project also allowed for the staff of the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and the Office of Information and Communications Technology to relocate into their respective offices under the new structure as early as January of 2019, following the management reform. These offices had previously been converted to flexible workspace and therefore required very limited adjustments.

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

- 29B.123 This work contributed to a safe and fit-for-purpose physical environment at Headquarters and responsive facilities, as demonstrated by an increase in the workplace capacity for additional 284 people. The implementation of the flexible workplace project made it possible to accommodate new office space requirements, such as for the Development Coordination Office, while decreasing the lease portfolio of the Secretariat in New York. Other significant benefits include a reporting increase in overall satisfaction from personnel occupying flexible workplace compared with the levels expressed with regards to the office environment prior to the project, and the reduction of the environmental footprint of the overall real estate managed by the subprogramme.

Figure 29B.IX

**Performance measure: additional number of people accommodated in flexible workplace**

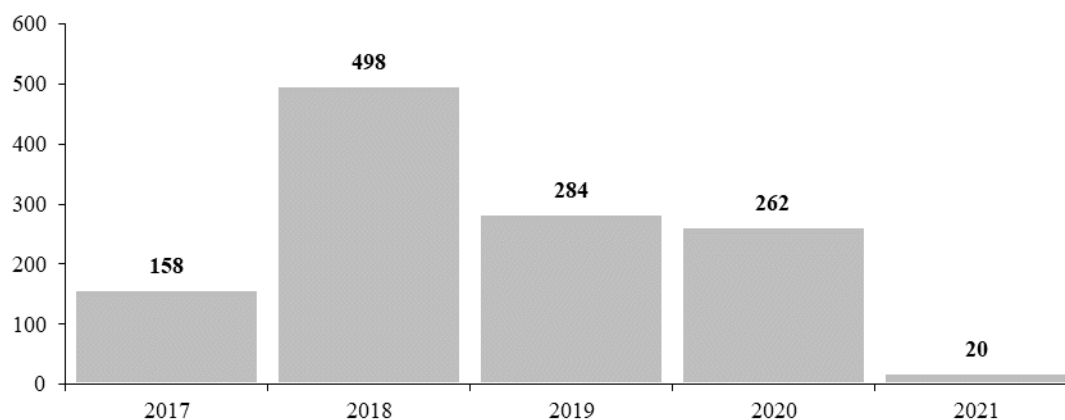


### Planned results for 2021

#### **Result 1: transformed Secretariat through flexible workplace implementation (result carried over from 2020)**

- 29B.124 The subprogramme will continue the work related to the flexible workplace project and assess the specific needs of departments affected by organizational changes, in line with its mandate. While the flexible workplace project is anticipated to be completed in 2020, the approach will be mainstreamed to office re-configuration requirements across buildings owned and leased by the United Nations to the extent possible, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect 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 Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 29B.X  
Performance measure: increase in flexible workplace capacity



**Result 2: an inclusive Secretariat through accessibility improvements  
(new result)**

- 29B.125 The subprogramme has been working on improving the accessibility of the Headquarters campus to facilitate the inclusion of persons with disabilities in the work of United Nations. With the aim to increase the building compliance with relevant standards, it is compiling a programme of accessibility improvements based on recommendations from the Steering Committee on Accessibility, as well as on discussions with the Department for General Assembly and Conference Management and Member States on conference room enhancements, and based further on the accessibility review of premises consultant report from August 2018, as well as on continuous user feedback from an online survey, the report of the Joint Inspection Unit on enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system (JIU/REP/2018/6), and the December 2018 study of the Special Rapporteur on the rights of persons with disabilities, entitled “Strengthening the system: Foundations for a Disability Inclusive United Nations”.

*Internal challenge and response*

- 29B.126 The challenge for the subprogramme was to implement accessibility improvements-related projects while minimizing the disruption of conference and meeting activities. In response, the subprogramme will develop an accessibility programme at Headquarters that will take a phased approach to meeting the requirements of the most recent prevailing accessibility standards.

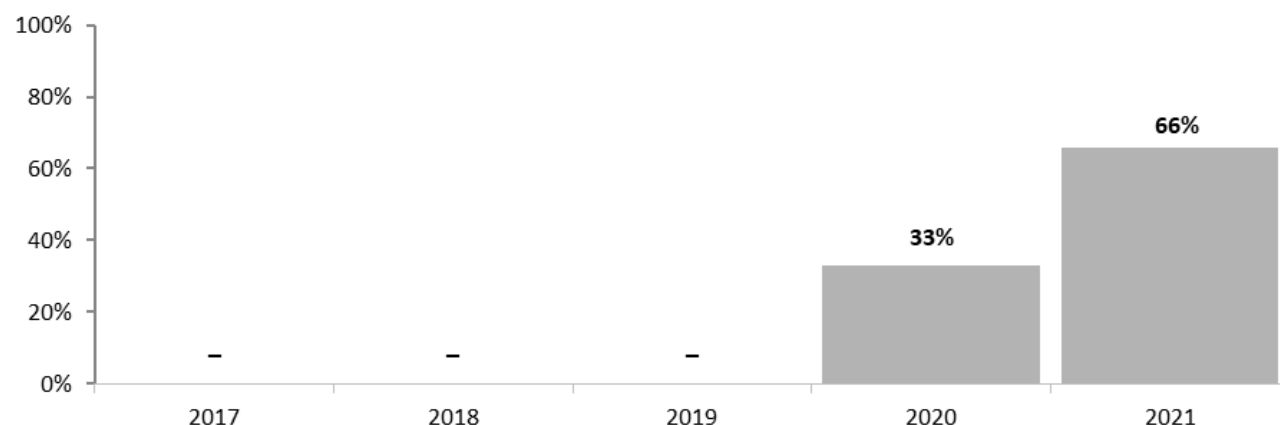
*Expected progress towards the attainment of the objective, and performance measure*

- 29B.127 This work is expected to contribute to a safe and fit-for-purpose physical environment at Headquarters, which would be demonstrated by a 66 per cent implementation rate of the accessibility programme aimed at improving the accessibility of the complex for individuals with disabilities. This would be measured by meeting the incremental requirements of the current prevailing accessibility standards over and above those that were in effect when the Capital Master Plan was implemented.



Figure 29B.XI

**Performance measure: implementation rate of the accessibility programme**



## Legislative mandates

29B.128 The list below provides all mandates entrusted to the subprogramme.

### General Assembly resolutions

<a href="#">67/254</a>	Special subjects relating to the programme budget for the biennium 2012–2013	<a href="#">72/262</a> A-B	Special subjects relating to the programme budget for the biennium 2018–2019
<a href="#">68/247</a>	Special subjects relating to the proposed programme budget for the biennium 2014–2015	<a href="#">73/279</a> A	Special subjects relating to the programme budget for the biennium 2018–2019
<a href="#">69/274</a> A-B	Special subjects relating to the programme budget for the biennium 2014–2015	<a href="#">74/263</a>	Special subjects relating to the proposed programme budget for 2020
<a href="#">71/272</a>	Special subjects relating to the programme budget for the biennium 2016–2017	<a href="#">74/267</a>	Enlargement of the Advisory Committee on Administrative and Budgetary Questions: amendment to rule 155 of the rules of procedure of the General Assembly
<a href="#">72/219</a>	Protection of global climate for present and future generations of humankind		

## Deliverables

29B.129 Table 29B.18 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 above.

Table 29B.18

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

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*Category and subcategory*

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**D. Communication deliverables**

**External and media relations:** Information and reception services to visitors, delegates and the general public, including responding to approximately 30,000 inquiries on the current and past work of the United Nations.

**Library services:** Archives, records and information management services to preserve the institutional knowledge of the Organization, for all offices and departments and the special political missions. Provision of assessments on record-keeping to Secretariat entities globally.

**E. Enabling deliverables**

**Administration:** Processing federal, state and city tax reimbursement claims for approximately 3,400 staff members who are United States taxpayers.

**Logistics:** Operation, maintenance and alteration of 1,825,000 square feet of owned and leased premises; provision of facilities, space, asset and gift management services to New York entities; management of approximately 2,000 special, major and other events annually, including high-level events; warehousing and transportation services; review and processing of approximately 30,250 travel and 37,500 travel documents and visa requests annually.

**Correspondence and documentation services:** Servicing of approximately 900,000 postal, courier and diplomatic pouch shipment and provision of messenger services for the pick-up and delivery of approximately 800,000 mail pieces.

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

### Overview

29B.130 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 29B.19 to 29B.21 below.

Table 29B.19

#### Financial resources by main object of expenditure

(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	35 003.7	36 651.4	–	–	70.8	70.8	0.2	36 722.2	842.6	37 564.8
Other staff costs	4 353.2	4 044.7	(533.9)	–	–	(533.9)	(13.2)	3 510.8	74.0	3 510.8
Hospitality	–	5.4	–	–	–	–	–	5.4	0.1	5.5
Consultants	120.0	217.1	–	–	–	–	–	217.1	4.1	221.2
Experts	12.1	–	–	–	–	–	–	–	–	–
Travel of staff	121.2	442.3	–	–	(83.2)	(83.2)	(18.8)	359.1	6.9	366.0
Contractual services	1 186.4	4 410.1	(116.6)	–	154.3	37.7	0.9	4 447.8	84.7	4 532.5
General operating expenses	47 865.1	40 020.0	(401.1)	100.7	(45.6)	(346.0)	(0.9)	39 674.0	753.5	40 427.5
Supplies and materials	512.2	883.6	–	–	(36.3)	(36.3)	(4.1)	847.3	15.9	863.2
Furniture and equipment	1 358.8	2 681.4	(2 221.2)	25.0	–	(2 196.2)	(81.9)	485.2	9.0	494.2
Improvements to premises	455.5	3 523.1	(3 523.1)	–	–	(3 523.1)	(100.0)	–	–	–
Fellowships, grants contributions	36.8	146.5	–	–	(60.0)	(60.0)	(41.0)	86.5	1.6	88.1
<b>Total</b>	<b>91 024.9</b>	<b>93 025.6</b>	<b>(6 795.9)</b>	<b>125.7</b>	<b>–</b>	<b>(6 670.2)</b>	<b>(7.2)</b>	<b>86 355.4</b>	<b>1 792.4</b>	<b>88 147.8</b>

Table 29B.20

#### Post changes<sup>a</sup>

	Number	Level
Approved for 2020	354	1 USG, 2 ASG, 5 D-2, 6 D-1, 11 P-5, 16 P-4, 12 P-3, 12 P-2, 10 GS (PL), 184 GS (OL) and 95 TC
Reclassification	–	4 GS (PL), (4) GS (OL) under subprogramme 4 and programme support
Proposed for 2021	354	1 USG, 2 ASG, 5 D-2, 6 D-1, 11 P-5, 16 P-4, 12 P-3, 12 P-2, 14 GS (PL), 180 GS (OL) and 95 TC

<sup>a</sup> Details on justifications for post changes are reflected in annex II.

*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); RB, regular budget; TC, Trades and Crafts; USG, Under-Secretary-General; XB, extrabudgetary.

Table 29B.21  
Post resources

Category	Changes					2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	
<b>Professional and higher</b>						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	5	–	–	–	–	5
D-1	6	–	–	–	–	6
P-5	11	–	–	–	–	11
P-4	16	–	–	–	–	16
P-3	12	–	–	–	–	12
P-2/1	12	–	–	–	–	12
<b>Subtotal</b>	<b>65</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>65</b>
<b>General Service</b>						
Principal level	10	–	–	4	4	14
Other level	184	–	–	(4)	(4)	180
<b>Subtotal</b>	<b>194</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>194</b>
<b>Other</b>						
TC	95	–	–	–	–	95
<b>Subtotal</b>	<b>95</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>95</b>
<b>Total</b>	<b>354</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>354</b>

29B.131 Additional details on the distribution of the proposed resources for 2021 are reflected in tables 29B.22 to 29B.24 and figure 29B.XII below.

29B.132 As reflected in tables 29B.22 (1) and 29B.23 (1) below, the overall resources proposed for 2021 amount to \$86,355,400 before recosting, reflecting a net decrease of \$6,670,200 (or 7.2 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 29B.22  
Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

## (1) Regular budget

	Resource changes								2021 estimate (after recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	Total before recosting	
A. Executive direction and management	1 677.7	1 767.0	–	–	–	–	–	1 767.0	1 820.9
B. Programme of work									
1. Support operations									

**Section 29B Department of Operational Support**

	2019 expenditure	2020 appropriation	Resource changes					Total before recosting	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Component 1: Human resources support	2 713.7	2 612.6	–	–	–	–	–	2 612.6	71.4	2 684.0
Component 2: Capacity development and operational training	2 891.5	5 490.5	–	–	–	–	–	5 490.5	108.6	5 599.1
Component 3: Health care management and occupational safety and health	3 004.4	3 237.2	–	–	–	–	–	3 237.2	83.9	3 321.1
<b>Subtotal, subprogramme 1</b>	<b>8 609.6</b>	<b>11 340.3</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>11 340.3</b>	<b>263.9</b>	<b>11 604.2</b>
2. Supply chain management										
Component 1: Integrated supply chain management	3 761.8	4 368.0	–	–	–	–	–	4 368.0	111.6	4 479.6
Component 2: Uniformed capabilities support	233.7	297.4	–	–	–	–	–	297.4	7.1	304.5
<b>Subtotal, subprogramme 2</b>	<b>3 995.5</b>	<b>4 665.4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4 665.4</b>	<b>118.7</b>	<b>4 784.1</b>
3. Special activities	911.6	1 159.2	–	–	–	–	–	1 159.2	34.3	1 193.5
4. Administration, New York	74 306.1	71 391.3	(6 795.9)	125.7	(17.7)	(6 687.9)	(9.4)	64 703.4	1 264.2	65 967.6
<b>Subtotal, B</b>	<b>87 822.8</b>	<b>88 556.2</b>	<b>(6 795.9)</b>	<b>125.7</b>	<b>(17.7)</b>	<b>(6 687.9)</b>	<b>(7.6)</b>	<b>81 868.3</b>	<b>1 681.1</b>	<b>83 549.4</b>
C. Programme support	1 524.4	2 702.4	–	–	17.7	17.7	0.7	2 720.1	57.4	2 777.5
<b>Subtotal, 1</b>	<b>91 024.9</b>	<b>93 025.6</b>	<b>(6 795.9)</b>	<b>125.7</b>	<b>–</b>	<b>(6 670.2)</b>	<b>(7.2)</b>	<b>86 355.4</b>	<b>1 792.4</b>	<b>88 147.8</b>

**(2) Other assessed**

	2019 expenditure	2020 estimate	2021 estimate
A. Executive direction and management	6 321.5	6 258.1	6 703.0
B. Programme of work			
1. Support operations			
Component 1: Human resources support	13 638.3	12 738.0	13 963.1
Component 2: Capacity development and operational training	4 468.9	4 794.9	5 073.7
Component 3: Health care management and occupational safety and health	2 990.9	2 923.9	3 377.0
2. Supply chain management			
Component 1: Integrated supply chain management	31 711.7	31 957.3	33 475.5
Component 2: Uniformed capabilities support	8 768.2	10 855.1	14 082.3
3. Special activities	7 337.5	8 278.7	8 722.1
4. Administration, New York	21 652.3	22 372.7	24 184.5
<b>Subtotal, B</b>	<b>90 567.8</b>	<b>93 920.6</b>	<b>102 878.2</b>

**Part VIII Common support services**

	2019 expenditure	2020 estimate	2021 estimate
C. Programme support	2 736.1	2 211.7	2 319.3
<b>Subtotal, 2</b>	<b>99 625.4</b>	<b>102 390.4</b>	<b>111 900.5</b>

**(3) Extrabudgetary**

	2019 expenditure	2020 estimate	2021 estimate
A. Executive direction and management	—	—	—
B. Programme of work			
1. Support operations			
Component 1: Human resources support	420.5	584.3	584.3
Component 2: Capacity development and operational training	553.9	1 114.5	870.7
Component 3: Health care management and occupational safety and health	3 231.6	3 861.0	3 797.0
2. Supply chain management			
Component 1: Integrated supply chain management	816.1	1 406.6	890.1
Component 2: Uniformed capabilities support	—	—	—
3. Special activities	3 426.4	7 284.6	9 471.0
4. Administration, New York	97 401.4	33 387.8	37 582.3
<b>Subtotal, B</b>	<b>105 849.9</b>	<b>47 638.8</b>	<b>53 195.4</b>
C. Programme support	1 502.2	1 079.6	1 079.7
<b>Subtotal, 3</b>	<b>107 352.1</b>	<b>48 718.4</b>	<b>54 275.1</b>
<b>Total</b>	<b>298 002.4</b>	<b>244 134.4</b>	<b>254 323.4</b>

Table 29B.23  
**Evolution of post resources by component and subprogramme**

**(1) Regular budget**

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	8	—	—	—	—	8
B. Programme of work						
1. Operational support						
Component 1: Human resources support	19	—	—	—	—	19
Component 2: Capacity development and operational training	4	—	—	—	—	4

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	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Component 3: Health care management and occupational safety and health	16	–	–	–	–	16
2. Supply chain management						
Component 1: Integrated supply chain management	36	–	–	–	–	36
Component 2: Uniformed capabilities support	3	–	–	–	–	3
3. Special activities	4	–	–	–	–	4
4. Administration, New York	238	–	–	–	–	238
<b>Subtotal, B</b>	<b>320</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>320</b>
C. Programme support	26	–	–	–	–	26
<b>Subtotal, 1</b>	<b>354</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>354</b>

**(2) Other assessed**

	2020 estimate	2021 estimate
A. Executive direction and management	36	36
B. Programme of work		
1. Operational support		
Component 1: Human resources support	85	85
Component 2: Capacity development and operational training	34	33
Component 3: Health care management and occupational safety and health	18	19
2. Supply chain management		
Component 1: Integrated supply chain management	170	168
Component 2: Uniformed capabilities support	40	41
3. Special activities	48	47
4. Administration, New York	8	8
<b>Subtotal, B</b>	<b>403</b>	<b>401</b>
C. Programme support	15	15
<b>Subtotal, 2</b>	<b>454</b>	<b>452</b>

(3) *Extrabudgetary*

	2020 estimate	2021 estimate
A. Executive direction and management	–	–
B. Programme of work		
1. Operational support		
Component 1: Human resources support	2	2
Component 2: Capacity development and operational training	1	1
Component 3: Health care management and occupational safety and health	12	12
2. Supply chain management		
Component 1: Integrated supply chain management	5	5
Component 2: Uniformed capabilities support	–	–
3. Special activities	11	11
4. Administration, New York	33	35
<b>Subtotal, B</b>	<b>64</b>	<b>66</b>
C. Programme support	6	6
<b>Subtotal, 3</b>	<b>70</b>	<b>72</b>
<b>Total</b>	<b>878</b>	<b>878</b>

Table 29B.24

**Evolution of financial and post resources by main category**

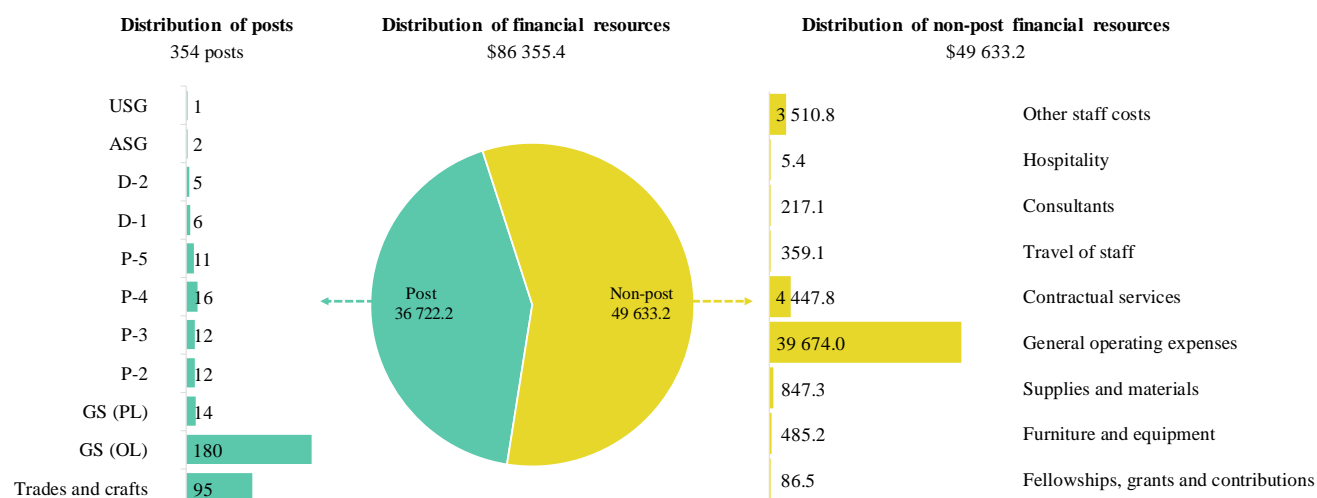
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
<b>Financial resources by main category of expenditure</b>								
Post	35 003.7	36 651.4	–	–	70.8	70.8	0.2	36 722.2
Non-post	56 021.2	56 374.2	(6 795.9)	125.7	(70.8)	(6 741.0)	(12.0)	49 633.2
<b>Total</b>	<b>91 024.9</b>	<b>93 025.6</b>	<b>(6 795.9)</b>	<b>125.7</b>	<b>–</b>	<b>(6 670.2)</b>	<b>(7.2)</b>	<b>86 355.4</b>
<b>Post resources by category</b>								
Professional and higher		65	–	–	–	–	–	65
General Service and related		289	–	–	–	–	–	289
<b>Total</b>		<b>354</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>354</b>



Figure 29B.XII  
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Variance analysis by component and subprogramme

### Overall resource changes

#### Technical adjustments

- 29B.133 As reflected in table 29B.22 (1) above, resource changes under subprogramme 4, Administration, New York, reflect a decrease of \$6,795,900, for non-post resources, relating to the removal of the one-time provision in 2020 for the implementation of the flexible workplace strategies in the Secretariat Building. While the General Assembly, in its resolution [74/263](#), had requested the Secretary-General to ensure completion of the flexible workspace project in the third quarter of 2020, implementation of the project had to be put on hold from mid-March 2020 owing to the COVID-19 outbreak and will thus experience a delay in its completion, which is now expected to be in 2021. The related financial implications will be presented in the upcoming report of the Secretary-General on progress in the implementation of the project.

#### New and expanded mandates

- 29B.134 As reflected in table 29B.22 (1) above, resource changes reflect an increase of \$125,700 under subprogramme 4, Administration, New York, relating to the one-time cost for modifications needed to the existing office space of the Advisory Committee on Administrative and Budgetary Questions and its secretariat, to provide for the additional members of the Advisory Committee and additional staff of the Committee's secretariat, pursuant to General Assembly resolution [74/267](#) on the enlargement of the Advisory Committee.

#### Other changes

- 29B.135 As reflected in table 29B.22 (1) above, resource changes reflect redeployments between subprogramme 4 and programme support on a cost-neutral basis are as follows:

- (a) **Subprogramme 4, Administration, New York:** resources changes reflect a net decrease of \$17,700 as follows:

- (i) An increase of \$53,100 under posts, relating to the proposed upward reclassification of three posts of Facilities Management Assistants (General Service (Other Level)) to Senior Facilities Management Assistants (General Service (Principal Level)) in the Special Events Unit, in view of the complexity of the functions to be performed by the incumbents and the related level of responsibility, as further explained in annex II;
- (ii) A decrease of \$70,800 under non-post resources for general operating expenses (\$34,500) and supplies and materials (\$36,300), based on recent expenditure pattern;
- (b) **Programme support:** resource changes reflect a net increase of \$17,700 under posts relating to the proposed upward reclassification of a post of Human Resources Assistant (General Service (Other Level)) to Senior Human Resources Assistant (General Service (Principal Level)) in the Executive Office of the Department, in view of the complexity of the functions to be performed by the incumbents and the related level of responsibility, as further explained in annex II.

#### Other assessed and extrabudgetary resources

- 29B.136 As reflected in tables 29B.22 (2) and 29B.23 (2) above, the Department receives other assessed resources under the support account for peacekeeping operations, including posts and positions and operational resources for the delivery of reliable, consistent and sustainable field support results globally. For 2021, the projected other assessed resources amount to \$111,900,500 including 452 posts. The net increase of \$9,510,100 compared to the estimates for 2020 is attributable primarily to the processing of post-traumatic disorder claims, updated standard salary costs, additional proposed temporary positions, and facilities and infrastructure, as reflected in the budget for the support account for peacekeeping operations for the period from 1 July 2020 to 30 June 2021 ([A/74/743](#)).
- 29B.137 As reflected in tables 29B.22 (3) and 29B.23 (3) above, the Department receives both cash and in-kind extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$54,275,100 including 72 posts, are expected to be received to provide support and services to agencies, funds and programmes in human resources, capacity development and health-care management (language proficiency exams, language and communications programme, administration of special exams, medical consultations, travel health advisories, immunizations, and other medical-administrative matters, such as medical clearances, sick leave certification, medical evacuations). Extrabudgetary resources represent 21.3 per cent of the total resources for the Department. The increase of \$5,556,700 compared to the estimate for 2020 is attributable primarily to the increased number and scope of engineering and medical courses provided via the triangular partnership project and the increase in the number of extrabudgetary posts from 70 to 72. Extrabudgetary resources also support the client offices funded from extrabudgetary sources in the areas of facilities management and office space, as well as travel and transportation, pouch and mail services, as well as support to process tax advances and settlements of federal and state taxes for United States citizens and residents employed with the United Nations and agencies, funds and programmes.
- 29B.138 The Department is also supported by in-kind extrabudgetary resources pertaining to the triangular partnership project, a capacity-building model aimed at training uniformed personnel in peacekeeping-enabling capacity through collaboration among Member States with the expertise and resources, troop-contributing countries and the Secretariat.

#### Executive direction and management

- 29B.139 The Office of the Under-Secretary-General consists of a front office, the Strategic Support Team, the Performance and Analytics Section, the Audit Response and Boards of Inquiry Section and the Environment Section.
- 29B.140 The Under-Secretary-General for Operational Support is responsible for the overall direction, supervision and management of the Department in the implementation of its mandates and its

approved programme of work. She or he co-chairs the Management Client Board jointly with the Under-Secretary-General for Management Strategy, Policy and Compliance, and is assisted by the Assistant Secretary-General for Support Operations and the Assistant Secretary-General for Supply Chain Management.

- 29B.141 The Assistant Secretary-General for Support Operations provides leadership and direction to support clients across the Secretariat through the provision of guidance and advisory services in their exercise of authorities for successful implementation of mandates and operational process improvements in human resources and health-care management, and occupational safety.
- 29B.142 The Assistant Secretary-General for Supply Chain Management is responsible for all of the activities of the Office of Supply Chain Management, and its administration and management. The Assistant Secretary-General provides leadership and direction relating to the implementation and coordination of the organizational entities, which together form the Organization's integrated supply chain and uniformed capabilities support.
- 29B.143 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In 2021, the activities and continuous efforts of the Department will be based on feedback from our clients and on data; the Department will continually improve its effectiveness by using performance data analytics to inform decision-making and reporting, and embrace both innovative and proven technologies with regard to the effective service of our staff and beneficiaries.
- 29B.144 Information on compliance with regards to the timely submission of documentation and advanced booking for air travel is reflected in table 29B.25 below. The Department has taken measures to improve its compliance rate by reviewing and sharing travel compliance information every 15 days with the Senior Leadership Team.
- 29B.145 One bottleneck identified was the lack of notification to the certifying officer when a travel request is pending approval. To close this gap, a pilot programme was initiated Secretariat-wide for automated email notifications to relevant staff to review and approve pending travel requests within their delegation of authority. The automated notifications included information regarding the travel request number, traveller's name, trip start date and days pending approval.

Table 29B.25  
**Compliance rate**  
(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	57	100	100

- 29B.146 The proposed regular budget resources for 2021 amount to \$1,767,000 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 29B.26 and figure 29B.XIII below.

Table 29B.26

**Executive direction and management: evolution of financial and post resources**

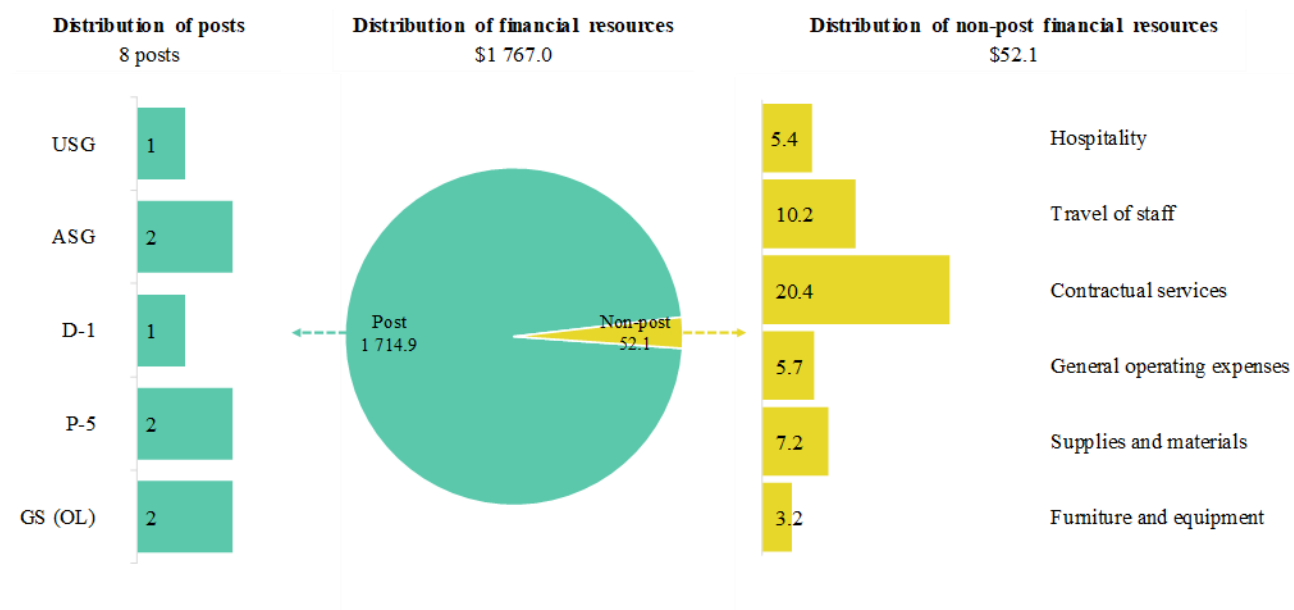
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 639.6	1 714.9	—	—	—	—	—	1 714.9
Non-post	38.1	52.1	—	—	—	—	—	52.1
Total	1 677.7	1 767.0	—	—	—	—	—	1 767.0
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Services and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 29B.XIII

**Distribution of proposed resources for 2021 (before recosting)**

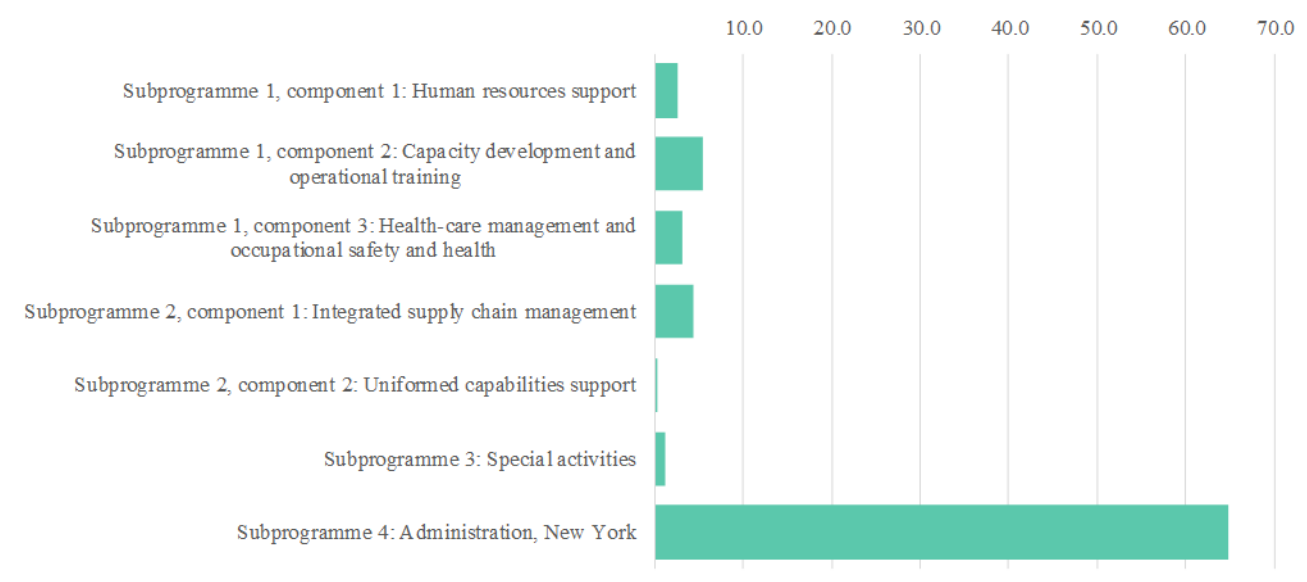
(Number of posts/thousands of United States dollars)

**Programme of work**

- 29B.147 The proposed regular budget resources for 2021 amount to \$81,868,300 and reflects a net decrease of \$6,687,900 compared with the appropriation for 2020. The proposed decrease \$6,687,900 is explained in paragraphs 29B.177, 29B.178 and 29B.179 above. The distribution of resources per subprogramme is reflected in figure 29B.XIV below.

Figure 29B.XIV  
**Distribution of proposed resources for 2021 by subprogramme**

(Millions of United States dollars)



## Subprogramme 1 Support operations

### Component 1 Human resources support

29B.148 The proposed regular budget resources for 2021 amount to \$2,612,600 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 29B.27 and figure 29B.XV below.

Table 29B.27  
**Subprogramme 1, component 1: evolution of financial and post resources**

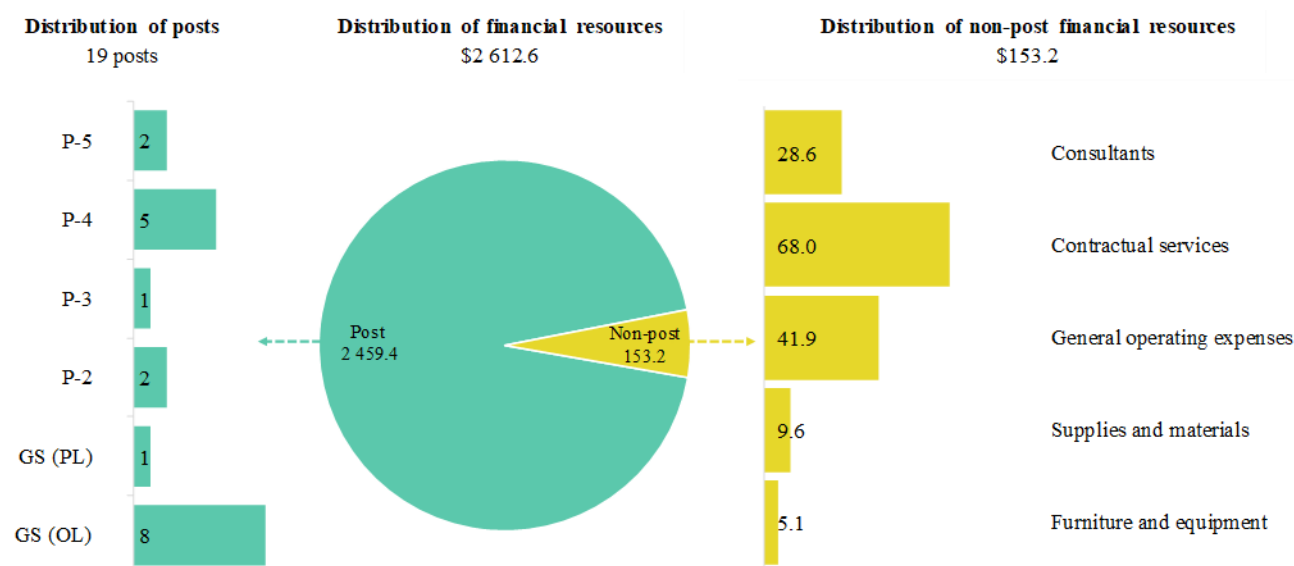
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 641.3	2 459.4	—	—	—	—	—	2 459.4
Non-post	72.4	153.2	—	—	—	—	—	153.2
Total	2 713.7	2 612.6	—	—	—	—	—	2 612.6
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		9	—	—	—	—	—	9
Total		19	—	—	—	—	—	19

Figure 29B.XV

**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Component 2

### Capacity development and operational training

29B.149 The proposed regular budget resources for 2021 amount to \$5,490,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 29B.28 and figure 29B.XVI below.

Table 29B.28

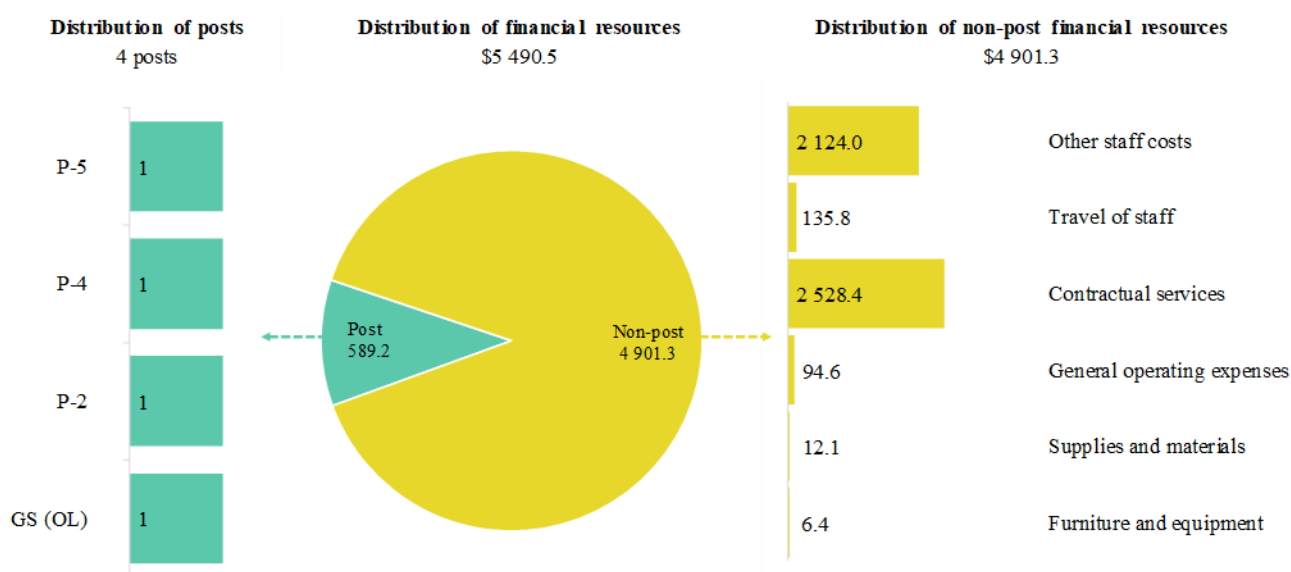
**Subprogramme 1, component 2: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	701.6	589.2	—	—	—	—	—	589.2
Non-post	2 190.0	4 901.3	—	—	—	—	—	4 901.3
Total	2 891.6	5 490.5	—	—	—	—	—	5 490.5
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 29B.XVI  
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



### Component 3 Health care management and occupational safety and health

29B.150 The proposed regular budget resources for 2021 amount to \$3,237,200 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 29B.29 and figure 29B.XVII below.

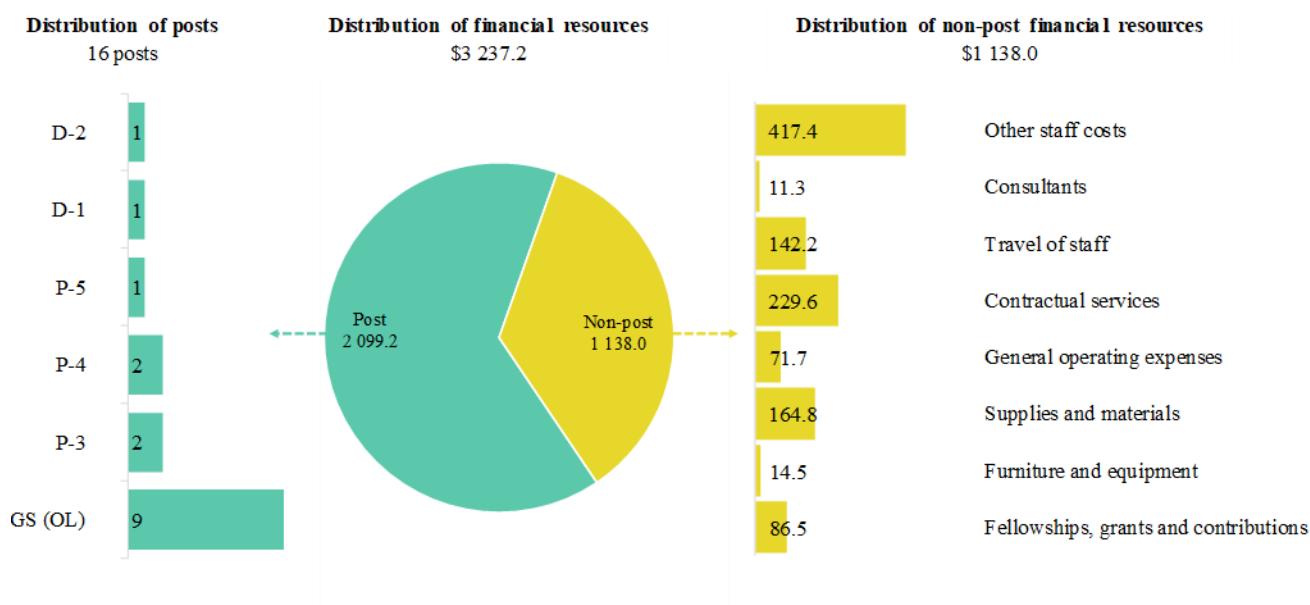
Table 29B.29  
**Subprogramme 1, component 3: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 077.3	2 099.2	—	—	—	—	—	2 099.2
Non-post	927.0	1 138.0	—	—	—	—	—	1 138.0
Total	3 004.4	3 237.2	—	—	—	—	—	3 237.2
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		9	—	—	—	—	—	9
Total		16	—	—	—	—	—	16

Figure 29B.XVII  
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Subprogramme 2 Supply chain management

### Component 1 Integrated supply chain management

29B.151 The proposed regular budget resources for 2021 amount to \$4,368,000 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 29B.30 and figure 29B.XVIII below.

Table 29B.30  
**Subprogramme 2, component 1: evolution of financial and post resources**

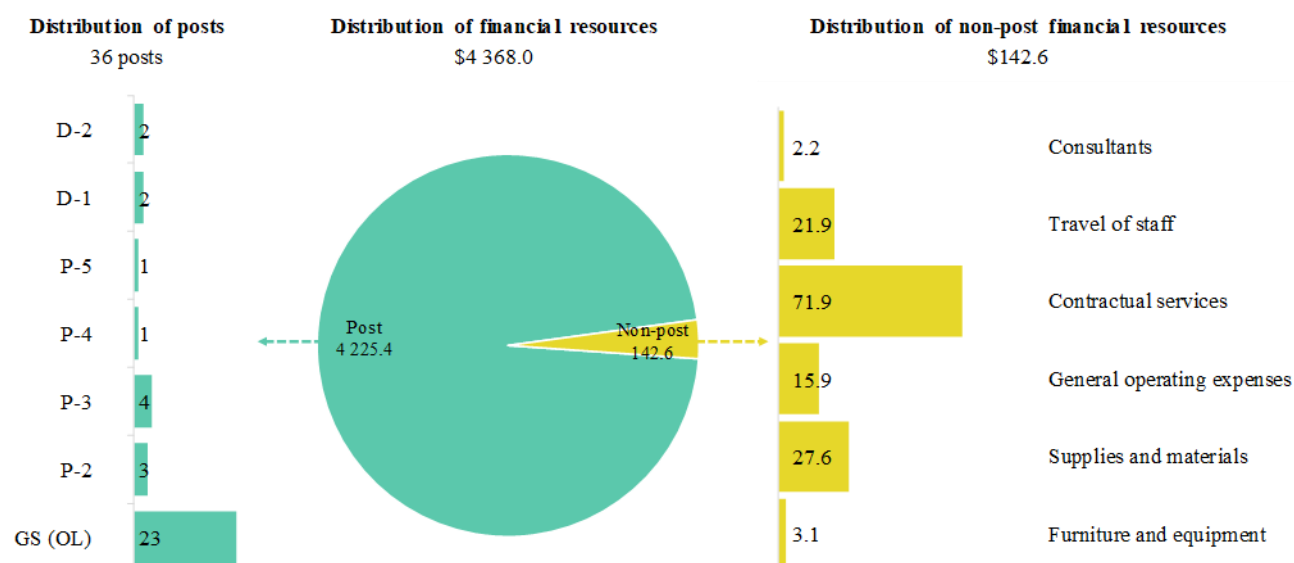
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 688.1	4 225.4	—	—	—	—	—	4 225.4
Non-post	73.6	142.6	—	—	—	—	—	142.6
Total	3 761.8	4 368.0	—	—	—	—	—	4 368.0
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		23	—	—	—	—	—	23
Total		36	—	—	—	—	—	36



Figure 29B.XVIII  
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Component 2 Uniformed capabilities support

29B.152 The proposed regular budget resources for 2021 amount to \$297,400 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 29B.31 and figure 29B.XIX.

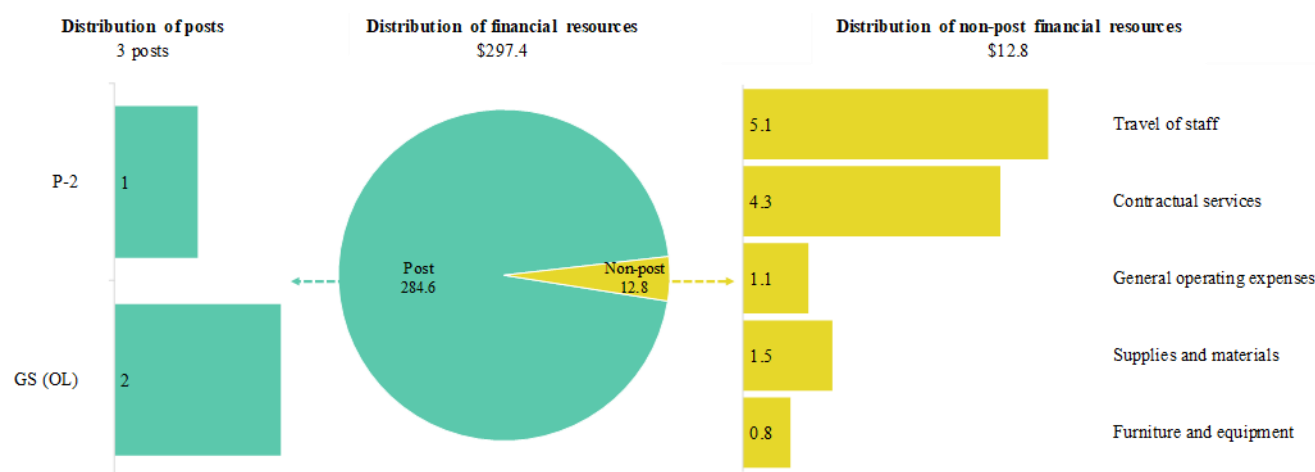
Table 29B.31  
**Subprogramme 2, component 2: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	230.6	284.6	—	—	—	—	—	284.6
Non-post	3.1	12.8	—	—	—	—	—	12.8
Total	233.7	297.4	—	—	—	—	—	297.4
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		2	—	—	—	—	—	2
Total		3	—	—	—	—	—	3

Figure 29B.XIX  
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



### Subprogramme 3 Special activities

29B.153 The proposed regular budget resources for 2021 amount to \$1,159,200 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 29B.32 and figure 29B.XX below.

Table 29B.32

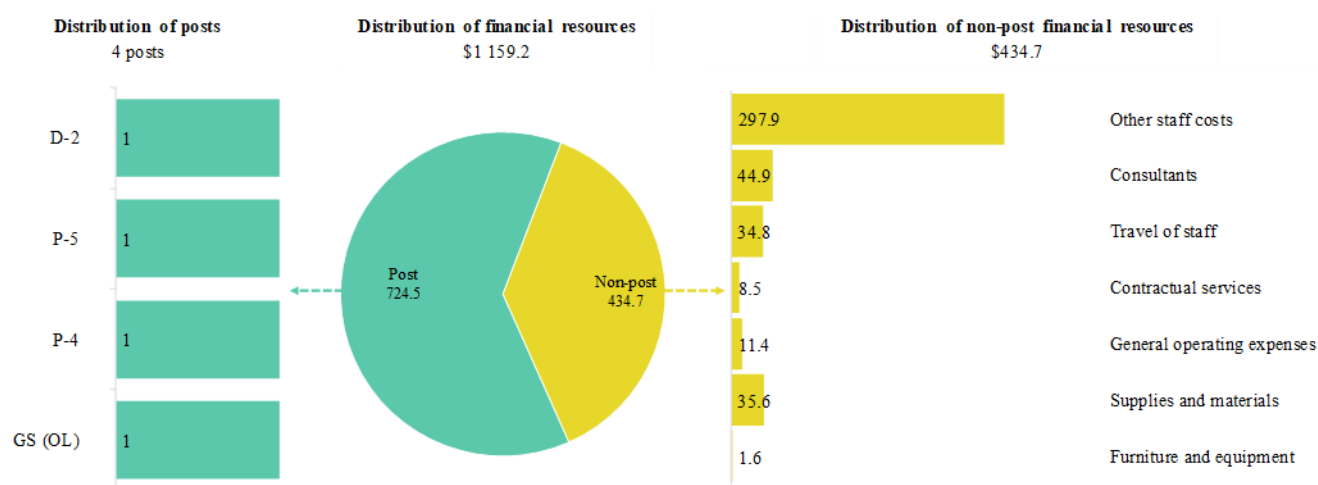
#### Subprogramme 3, Special activities: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	483.3	724.5	—	—	—	—	—	724.5
Non-post	428.3	434.7	—	—	—	—	—	434.7
Total	911.6	1 159.2	—	—	—	—	—	1 159.2
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 29B.XX  
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



### Subprogramme 4 Administration, New York

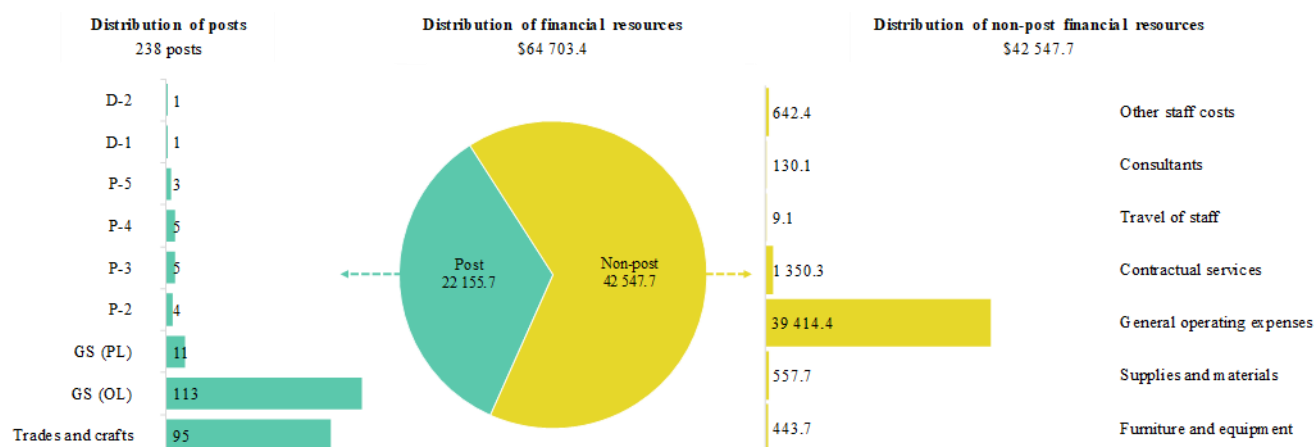
29B.154 The proposed regular budget resources for 2021 amount to \$64,703,400 and reflect a net decrease of \$6,687,900 compared with the appropriation for 2020. The proposed decrease of \$6,687,900 is explained in paragraphs 29B.133, 29B.134 and 29B.135 (a) above. Additional details on the distribution of resources in 2021 are reflected in table 29B.33 and figure 29B.XXI below.

Table 29B.33  
**Subprogramme 4, Administration, New York: distribution of proposed resources for 2021 (before recosting)**  
 (Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	22 173.8	22 102.6	—	—	53.1	53.1	0.2	22 155.7
Non-post	52 132.3	49 288.7	(6 795.9)	125.7	(70.8)	(6 741.0)	(13.7)	42 547.7
Total	74 306.1	71 391.3	(6 795.9)	125.7	(17.7)	(6 687.9)	(9.4)	64 703.4
Post resources by category								
Professional and higher		19	—	—	—	—	—	19
General Service and related		219	—	—	—	—	—	219
Total		238	—	—	—	—	—	238

Figure 29B.XXI  
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Programme support

- 29B.155 The Headquarters Client Support 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. Pending the approval of the global service delivery model by the General Assembly, the Service will ensure the continuity of human resource transactions for New York-based staff, including the processing of onboarding, separation, education grant, dependency and rental subsidy allowance.
- 29B.156 The Headquarters Client Support Service in the Division of Administration serves as a business partner for heads of entities and programme managers in carrying out their financial, personnel and general administrative responsibilities, for the Department of Operational Support and the Office of Information and Communications Technology, as well as 17 entities. The Department also administers the travel of representatives of Member States designated as a least developed country attending the regular session of the General Assembly
- 29B.157 The proposed regular budget resources for 2021 amount to \$2,720,100. Additional details on the distribution of resources in 2021 are reflected in table 29B.34 and figure 29B.XXII below.

Table 29B.34  
**Programme support: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 368.0	2 451.6	—	—	17.7	17.7	0.7	2 469.3
Non-post	156.4	250.8	—	—	—	—	—	250.8
Total	1 524.4	2 702.4	—	—	17.7	17.7	0.7	2 720.1

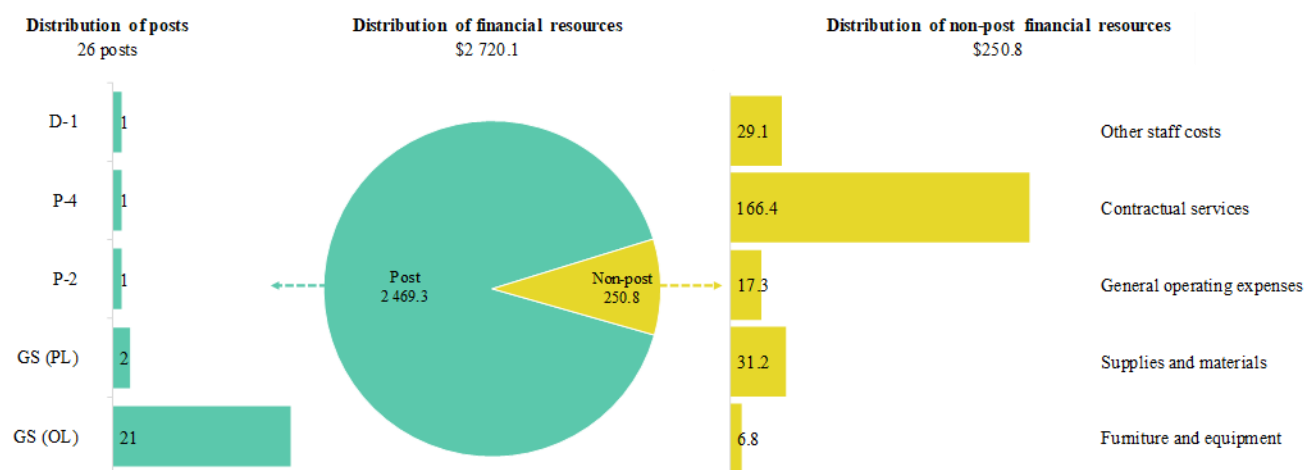
**Section 29B Department of Operational Support**

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		23	—	—	—	—	—	23
Total		26	—	—	—	—	—	26

Figure 29B.XXII

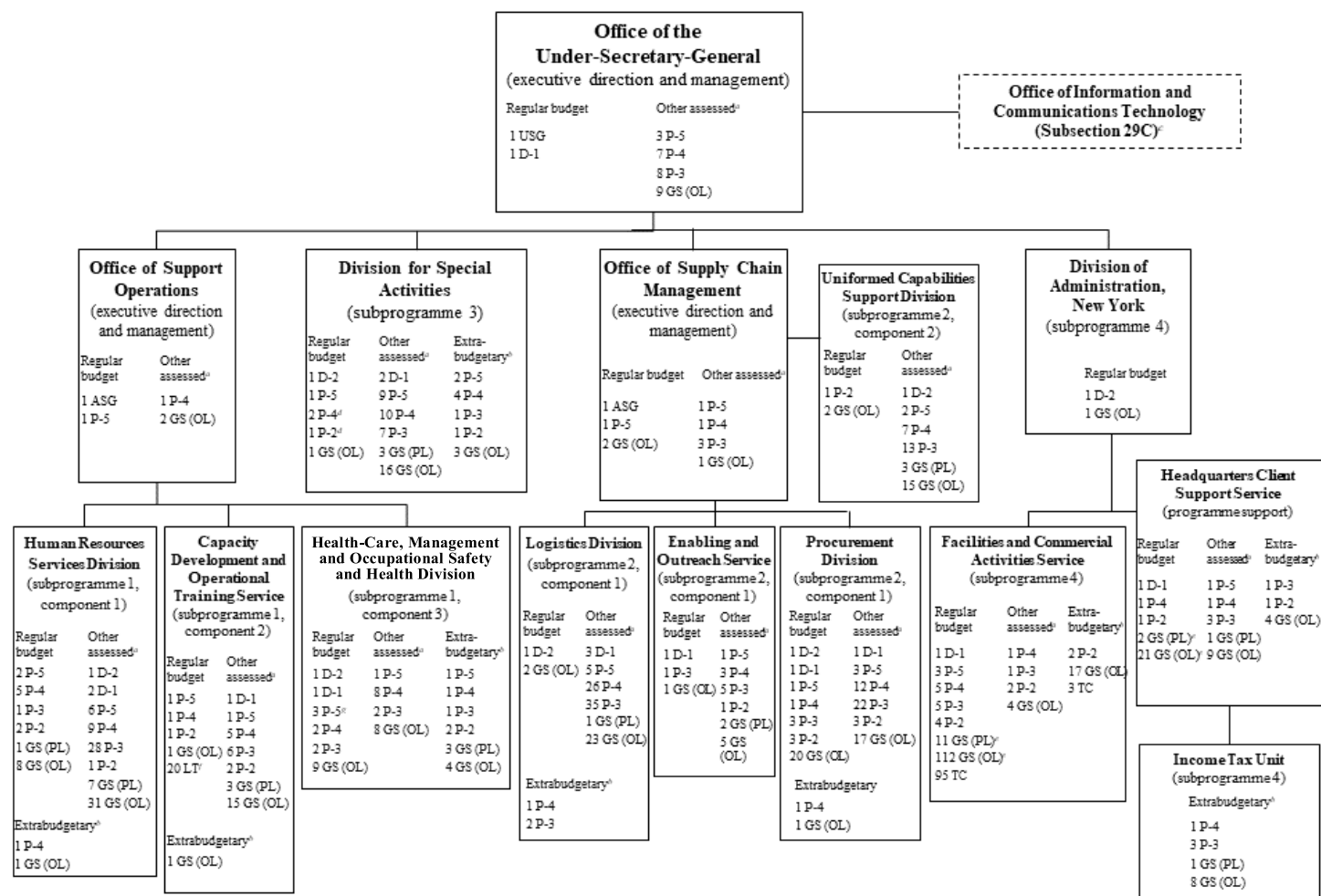
**Distribution of proposed resources for 2021 (before recosting)**

(Number of posts/thousands of United States dollars)



## Annex I

## Organizational structure and post distribution for 2021



**Abbreviations:** USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS (PL), General Service (Principal level); GS (OL), General service (Other level); LL, Local level; TC, Trades and crafts; LT, Language teacher; DMSPC, Department of Management Strategy, Policy and Compliance; DOS, Department of Operational Support.

<sup>a</sup> Other assessed based on the approved 2020–2021.

<sup>b</sup> Extrabudgetary based on the approved 2020.

<sup>c</sup> Dual reporting to both USG/DMSPC and USG/DOS.

<sup>d</sup> One P-4 and one P-2 general temporary assistance-finite positions.

<sup>e</sup> Reclassification of 3 GS (OL) (FCAS) and 1 GS (OL) (HQCSS) to 4 GS (PL).

<sup>f</sup> Twenty full-time language teacher general temporary assistance positions.

<sup>g</sup> Two P-5 general temporary assistance-finite positions.

## Annex II

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

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 4 Administration, New York	3 (3)	GS (OL) GS (PL)	<b>Reclassification</b> of three posts of Facilities Management Assistants (GS (OL)) to Senior Facilities Management Assistants (GS (PL))	The incumbents of the posts, which are in the Special Events Unit, coordinate complex and high-profile events that carry significant reputational risk. The workload in this area and complexity of special events has multiplied in recent years. An example of this is the additional coordination of the complex logistical requirements associated with the opening of the General Assembly, in particular the coordination of the construction of multiple tents and other structures on the North Lawn and installation of equipment in the tents, as well as many other side events and special provisions such as bilateral booths, security screening and holding areas. Other major events during the year also involve considerable logistical coordination. The reclassification would reflect the additional responsibilities of these posts, including the increase in workload and decision-making responsibilities on politically sensitive matters that have cost implications and associated risks. The incumbents are also expected to take a leadership role in planning and implementing conferences away from headquarters requiring them to attend multiple planning missions, interacting with host country authorities, taking initiatives to solve problems as they arise and operating without close supervision.
Programme Support	(1) 1	GS (OL) GS (PL)	<b>Reclassification</b> of a post of Human Resources Assistant (GS (OL)) to Senior Human Resources Assistant (GS (PL))	The Executive Office component of the Headquarters Client Support Service provides administrative support services in the areas of human resources, budget and finance, and general administration to the Department of Operational Support, the Office of Information and Communications Technology and 17 other entities in New York that do not have a dedicated executive office. Nine of these entities, comprising the Department of Operational Support, the Office of Information and Communications Technology, the Office of the Victims' Rights Advocate, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office of the Special Representative of the Secretary-General on Violence against Children, the Ethics Office, the Office of Administration of Justice and the Office of Mission Support, receive funding from the regular budget, while other entities are exclusively funded by extrabudgetary resources as follows: the United Nations Office for Partnerships, the Human Security Unit, the Office of the Special Envoy for Haiti, the Office of the Special Coordinator on improving the United Nations response to sexual exploitation and abuse; the Office of the Special Adviser to the Secretary-General on the Preparations for the Commemoration of the United Nations 75th Anniversary; the Office of the Special Adviser on System-wide Implementation of Chief Executive Board decisions. In addition, the Executive Office also provides administrative and human resources support to the liaison offices of the United Nations

<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
			<p>Office on Drugs and Crime, the United Nations Convention to Combat Desertification in New York, and the United Nations Institute for Training and Research.</p> <p>The Human Resources Unit has a total of 12 positions funded from the regular budget (2 Professionals and 10 GS (OL)). The Unit provides support and assists in the human resources area to the heads of the entities supported by the Headquarters Client Support Service. Heads of entities require expert and prompt advice on the use, nature and scope of their delegated authorities, along with technical support on processing human resources transactions in Inspira, Umoja and other human resources information technology systems. In the light of the extensive number of client entities supported by the Headquarters Client Support Service and the need to provide advice on complex human resources matters and in particular on the management of their delegation of authorities, it is proposed to reclassify a post of Human Resources Assistant (GS (OL)) to a post of Senior Human Resources Assistant (GS (PL)).</p> <p>The Senior Human Resources Assistant would be responsible for, among various tasks, providing expert advice to heads of entities, managers and staff on complex human resources matters, including on the management of the delegation of human resources authorities in the context of the new framework of delegation of authority; advising heads of entities and managers on recruitment, placement, onboarding, the administration of entitlements, classification, staff development, performance management, visa matters and other human resources activities; reviewing and supervising the processing of personnel actions in Umoja by human resources partners; conducting research on precedents, policy rulings and procedures; and assisting the heads of entities in the management of responses to appeals and management evaluation requests from staff; supervising compilation and preparation of data and statistical reports on human resources-related issues; assisting in the preparation of written responses to queries on human resources-related matters from legislatures bodies. The incumbent would also coordinate with Department of Management Strategy, Policy and Compliance, Office of Legal Affairs and other divisions of the Department of Operational Support on all human resources-related matters. He or she would provide the Headquarters Client Support Service with much-needed capacity for the speedy completion of all human resources-related demands from all client entities.</p>

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