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Proposed programme budget for 2022

Proposed programme budget for 2022

Part I

Overall policymaking, direction and coordination

Section 1

Overall policymaking, direction and coordination

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* A/76/50.

** 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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Overview of resources for the regular budget

- 1.1 The proposed regular budget resources for 2022 for all policymaking organs and entities under section 1, including the breakdown of resource changes, as applicable, are reflected in tables 1.1 to 1.3 and the summary of resources by source of fund is contained in annex IV. Detailed information on the proposed programme budget for 2022 is provided under each policymaking organ and entity.

Table 1.1

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	40 693.2	42 730.3	7.6	—	—	7.6	—	42 737.9
Other staff costs	1 932.0	2 241.4	—	—	(8.2)	(8.2)	(0.4)	2 233.2
Non-staff compensation	2 305.0	2 532.4	—	—	—	—	—	2 532.4
Hospitality	24.2	92.4	—	—	—	—	—	92.4
Consultants	689.6	508.2	(98.7)	120.5	(208.1)	(186.3)	(36.7)	321.9
Travel of representatives	2 478.7	6 236.9	—	—	(12.0)	(12.0)	(0.2)	6 224.9
Travel of staff	664.8	1 365.2	—	—	20.5	20.5	1.5	1 385.7
Contractual services	3 581.4	3 776.3	—	—	225.9	225.9	6.0	4 002.2
General operating expenses	754.7	656.4	—	—	(18.1)	(18.1)	(2.8)	638.3
Supplies and materials	63.1	126.5	—	—	—	—	—	126.5
Furniture and equipment	202.7	86.6	—	—	—	—	—	86.6
Improvement of premises	7.7	—	—	—	—	—	—	—
Grants and contributions	18 449.0	18 456.8	—	—	—	—	—	18 456.8
Other	4.3	—	—	—	—	—	—	—
Total	71 850.3	78 809.4	(91.1)	120.5	—	29.4	—	78 838.8

Table 1.2

Overall: proposed posts and post changes for 2022^a

(Number of posts)

	Number	Details
Approved for 2021	249	1 DSG, 6 USG, 4 ASG, 9 D-2, 16 D-1, 32 P-5, 37 P-4, 35 P-3, 5 P-2/1, 14 GS (PL), 81 GS (OL), 9 LL
Abolishment	(1)	1 D-1 under the Office of the United Nations Ombudsman and Mediation Services
Proposed for 2022	248	1 DSG, 6 USG, 4 ASG, 9 D-2, 15 D-1, 32 P-5, 37 P-4, 35 P-3, 5 P-2/1, 14 GS (PL), 81 GS (OL), 9 LL

^a More information on post changes is reflected in annex III.

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

Table 1.3
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved ^a	Change ^a			Total	2022 proposed ^a
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
DSG	1	—	—	—	—	1
USG	6	—	—	—	—	6
ASG	4	—	—	—	—	4
D-2	9	—	—	—	—	9
D-1	16	(1)	—	—	(1)	15
P-5	32	—	—	—	—	32
P-4	37	—	—	—	—	37
P-3	35	—	—	—	—	35
P-2/1	5	—	—	—	—	5
Subtotal	145	(1)	—	—	(1)	144
General Service and related						
GS (PL)	14	—	—	—	—	14
GS (OL)	81	—	—	—	—	81
LL	9	—	—	—	—	9
Subtotal	104	—	—	—	—	104
Total	249	(1)	—	—	(1)	248

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

I. Policymaking organs

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

Table 1.4
Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
1. General Assembly				
(a) Travel of representatives of Member States that are least developed countries	Provides for the travel (excluding subsistence allowance) of up to 5 representatives of each of the Member States that are considered least developed countries when attending a regular session of the General Assembly and 1 representative or alternate representative to attend a special or emergency session of the Assembly	Mandate: General Assembly resolutions 1798 (XVII) and 41/213	1 259.4	1 259.4
(b) Presidents of the General Assembly	Supplements the level of support provided to the President of the General Assembly and ensures that the President shall have full authority to use funds provided in the budget for the office	Mandate: General Assembly resolutions 52/220 , 32/214 and 54/249 and the report of the Secretary-General (52/303 , para. IB.10) Seventy-sixth resumed and seventy-seventh main sessions	210.8	210.8
(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly	Provides for general temporary assistance and overtime to cover additional direct support provided by the Department for General Assembly and Conference Management to the Presidents of the General Assembly. The resources would provide for the continuation of 5 positions (2 D-2, 1 D-1, 1 P-5 and 1 GS (OL)), as well as for an overlap period of 1 month for each of the 4 positions (2 D-2, 1 D-1 and 1 P-5) to maximize the use of the transition period for incoming Presidents. Three posts (1 P-4, 1 P-3 and 1 P-2) would be made available from within the existing establishment of the Department in support of the Presidents	Mandate: General Assembly resolutions 58/126 , 59/313 , 68/246 and 72/261 Seventy-sixth resumed and seventy-seventh main sessions	1 157.5	1 157.5
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	Responsible for the examination of and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of the secretariat of the Advisory Committee on Administrative and Budgetary Questions include the provision of substantive, technical and administrative advice and support to the Committee on issues of policy and/or procedures	Mandate: rules 155 to 157 of the rules of procedure of the General Assembly and Assembly resolutions 14 (I) and 74/267 (amending the rules of procedure of the Assembly) Membership: 21 experts Number of sessions in 2022: 3	6 147.1	6 271.6

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<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
3. Committee on Contributions	Provides advice to the General Assembly on the apportionment of the expenses of the Organization among its members, in accordance with Article 17, paragraph 2, of the Charter of the United Nations. The Committee on Contributions also provides advice to the Assembly on the assessments to be fixed for new members, on appeals by members for a change of assessment, on action to be taken if members default on their contributions and on any action to be taken with regard to the application of Article 19 of the Charter	Mandate: General Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly Membership: 18 experts Number of sessions in 2022: 1	322.1	322.1
4. Board of Auditors (including its secretariat)	Performs the audit of the accounts of the United Nations and its funds and programmes, including all its trust funds and special accounts, and submits the related reports to the General Assembly for its consideration The secretariat of the Board of Auditors provides substantive, technical and administrative support to the Board, its Audit Operations Committee and the Panel of External Auditors and its Technical Group, including research and analysis of documentation relevant to their activities	Mandate: General Assembly resolution 74 (I) , as amended pursuant to resolution 55/248 Membership: 3 experts Number of sessions in 2022: 4	3 738.6	3 738.6
5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	The resources would provide for travel of representatives ^a of the United Nations to meetings of the United Nations Joint Staff Pension Board and the regular budget share of the cost of Pension Fund-related services provided by the Fund to the United Nations, in accordance with the cost-sharing arrangement as approved by the General Assembly in its resolution 74/263	Mandate: General Assembly resolution 248 (III) Membership: 33 experts: Number of sessions in 2022: 1	5 023.6	5 023.6
6. Committee for Programme and Coordination	Payment of travel expenses (economy class airfare) and subsistence allowance (at the standard rate established for Secretariat officials plus 15 per cent) to the members of the Committee for Programme and Coordination as a special exception to the basic principles contained in paragraph 2 of General Assembly resolution 1798 (XVII)	Mandate: General Assembly decision 42/450 and resolution 31/93 Membership: 34 Member States Number of sessions in 2022: 1	413.0	413.0

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<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>
7. Independent Audit Advisory Committee	Responsible for advising the General Assembly on the scope, results and effectiveness of audit and other oversight functions and on measures to ensure the compliance of management with audit and other oversight recommendations The secretariat of the Independent Audit Advisory Committee provides substantive, technical and administrative support to the Committee, including research and analysis of documentation relevant to its activities	Mandate: General Assembly resolutions 60/248 and 61/275 and decision 62/413 Membership: 5 experts Number of sessions in 2022: 4	513.5	513.5
Total			18 785.6	18 910.1

^a Members appointed by the United Nations Staff Pension Committee.

1. General Assembly

B. Proposed post and non-post resource requirements for 2022

Overview

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

- 1.3 The proposed regular budget resources for 2022 are reflected in table 1.5 and reflect no change in resource level compared with the appropriation for 2021.

Table 1.5
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2020 expenditure</i>	<i>2021 appropriation</i>	<i>Changes</i>					<i>2022 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Travel of representatives	300.4	1 259.4	—	—	—	—	—	1 259.4
Travel of staff	7.7	—	—	—	—	—	—	—
Other	3.7	—	—	—	—	—	—	—
Total	311.8	1 259.4	—	—	—	—	—	1 259.4

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

Table 1.6
Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Air tickets purchased at least 2 weeks before the commencement of travel	33.1	33.3	100	100

(b) Presidents of the General Assembly

- 1.5 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in table 1.7.

Table 1.7
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2020 expenditure</i>	<i>2021 appropriation</i>	<i>Changes</i>					<i>2022 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Other staff costs	90.7	2.0	—	—	—	—	—	2.0
Hospitality	—	26.6	—	—	—	—	—	26.6
Consultants	11.1	—	—	—	—	—	—	—
Travel of staff	21.7	104.2	—	—	—	—	—	104.2
Contractual services	84.0	43.7	—	—	18.1	18.1	41.4	61.8
General operating expenses	47.4	34.3	—	—	(18.1)	(18.1)	(52.8)	16.2
Supplies and materials	3.6	—	—	—	—	—	—	—
Furniture and equipment	9.1	—	—	—	—	—	—	—
Improvement of premises	1.8	—	—	—	—	—	—	—
Grants and contributions	13.3	—	—	—	—	—	—	—
Total	282.7	210.8	—	—	—	—	—	210.8

- 1.6 Additional details on the distribution of the proposed resources for 2022 are reflected in table 1.8 and figure 1.I.
- 1.7 As reflected in table 1.8 (1), the overall resources proposed for 2022 amount to \$210,800 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.8
Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) Regular budget

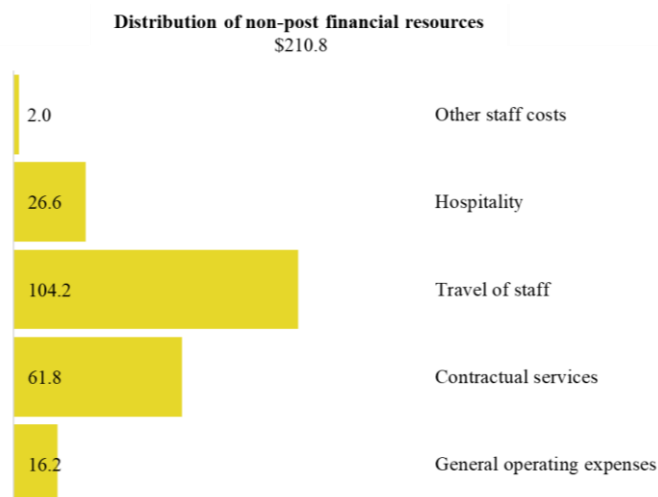
Component	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Presidents of the General Assembly	282.7	210.8	—	—	—	—	—	210.8
Subtotal, 1	282.7	210.8	—	—	—	—	—	210.8

(2) Extrabudgetary

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Presidents of the General Assembly	1 522.9	1 500.0	250.0	16.7	1 750.0
Subtotal, 2	1 522.9	1 500.0	250.0	16.7	1 750.0
Total	1 805.6	1 710.8	250.0	14.6	1 960.8

Figure 1.I
Distribution of proposed resources for 2022 (before recosting)

(Thousands of United States dollars)



Extrabudgetary resources

- 1.8 As reflected in table 1.8 (2), the office expects to receive extrabudgetary contributions, which would complement regular budget resources and support the delivery of its mandates. For 2022, extrabudgetary resources (cash contributions) of \$1,750,000 are expected to be received, which would provide for additional temporary assistance capacity to support the work of the Office of the President of the General Assembly. Extrabudgetary resources represent 89 per cent of the total resources for the Office.

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- 1.9 The extrabudgetary resources under this section are subject to the oversight of the Department for General Assembly and Conference Management, which has delegated authority from the Secretary-General.
- 1.10 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.9. Non-compliant travel was due to late event planning and nomination of participants as a result of varying travel requirements. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.9
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	8.3	16.0	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	8.3	35.0	100	100

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

- 1.11 The proposed regular budget resources for 2022 are reflected in table 1.10 and reflect no change in the resource level compared with the appropriation for 2021.

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

<i>Object of expenditure</i>	<i>2020 expenditure</i>	<i>2021 appropriation</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2022 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Other staff costs	1 307.9	1 157.5	—	—	—	—	—	—	1 157.5
Total	1 307.9	1 157.5	—	—	—	—	—	—	1 157.5

- 1.12 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.11. Non-compliance travel for the Office of the President of the General Assembly is due to delays in the processing of travellers' details and documentation due to travel restrictions related to the coronavirus disease (COVID-19). The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.11
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	50.0	50.0	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	66.7	75.0	100	100

Impact of COVID-19

- 1.13 During 2020, the COVID-19 pandemic had an impact on the planned activities of the Office of the President of the General Assembly. The Assembly, led by its President, carried out its work through alternate means to guarantee business continuity and mitigate the spread of the disease. Every September, Member States have met in the General Assembly Hall at Headquarters in New York for the annual session and its highly visible general debate. The modalities of the seventy-fifth session differed in 2020 with the introduction of a hybrid system to conduct meetings, including the use of virtual platforms, as a result of the global health crisis. The change in modality reflected risk assessments and advice provided by the occupational safety and health committee of the Crisis Operations Group, host city and state guidance, the current phase of the COVID-19 reintegration plan for the Headquarters complex, and an up-to-date understanding of the risks posed by the pandemic to delegates and United Nations personnel. New Assembly decisions were adopted, including 74/544, 74/555, 74/558 and 74/561, on the procedure for taking decisions of the Assembly during the pandemic. A number of meetings of the Assembly plenary and other related meetings had to be postponed or cancelled.
- 1.14 At the same time, however, some planned activities were adjusted, and new activities were identified during 2020, in order to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. Those modifications included the appointment of the Permanent Representative of Afghanistan to the United Nations, Adela Raz, and the Permanent Representative of Croatia to the United Nations, Ivan Šimonović, as co-coordinators for the General Assembly on COVID-19-related initiatives, leading to the adoption of resolution [74/306](#), entitled “Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic”. New Assembly resolutions were adopted, entitled “Global solidarity to fight the coronavirus disease 2019 (COVID-19)” (resolution [74/270](#)) “International cooperation to ensure global access to medicines, vaccines and medical equipment to face COVID-19” (resolution [74/274](#)) and “United response against global health threats: combating COVID-19” (resolution [74/307](#)). The Office, led by the President of the General Assembly, launched a campaign for the equitable distribution of vaccines worldwide (#Vaccines4all). A special session of the Assembly, in response to the COVID-19 pandemic at the level of Heads of State and Government, was held on 3 and 4 December 2020, from 9 a.m. to 9 p.m. on both days.
- 1.15 Reflecting the importance of continuous improvement and responding to the evolving needs, the General Assembly will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices include the use of virtual platforms, to the extent feasible, to conduct meetings of the Assembly. New Assembly resolutions and decisions were adopted, including resolution [74/303](#), entitled “Revitalization of the work of the General Assembly”, in which the Assembly requested the Secretary-General to undertake within existing resources an analysis of the impact of the pandemic on the work of the Assembly and to provide a briefing thereon to the Ad Hoc Working Group during the seventy-fifth session, and decision 75/510 on the adoption of e-voting through procedure for decision-making in the Assembly when an in-person meeting is not possible .

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

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.16 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.12 to 1.14.

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Table 1.12
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2020 expenditure</i>	<i>2021 appropriation</i>	<i>Changes</i>				<i>Percentage</i>	<i>2022 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>		
Post	2 164.2	2 121.3	124.5	—	—	124.5	5.9	2 245.8
Other staff costs	4.6	90.4	—	—	(8.2)	(8.2)	(9.1)	82.2
Non-staff compensation	326.9	295.6	—	—	—	—	—	295.6
Travel of representatives	2 115.6	3 524.4	—	—	—	—	—	3 524.4
Travel of staff	70.8	11.6	—	—	8.2	8.2	70.7	19.8
Contractual services	40.4	56.0	—	—	—	—	—	56.0
General operating expenses	15.8	30.7	—	—	—	—	—	30.7
Supplies and materials	0.6	8.6	—	—	—	—	—	8.6
Furniture and equipment	19.7	8.5	—	—	—	—	—	8.5
Total	4 758.5	6 147.1	124.5	—	—	124.5	2.0	6 271.6

Table 1.13
Proposed posts and post changes for 2022

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2021	12	1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 P-3, 1 GS (PL), 3 GS (OL)
Post changes	—	
Proposed for 2022	12	1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 P-3, 1 GS (PL), 3 GS (OL)

Table 1.14
Proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>2021 approved</i>	<i>Changes</i>				<i>2022 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Professional and higher						
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	2	—	—	—	—	2
P-4	3	—	—	—	—	3
P-3	1	—	—	—	—	1
Subtotal	8	—	—	—	—	8

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Category and grade	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	3	—	—	—	—	3
Subtotal	4	—	—	—	—	4
Total	12	—	—	—	—	12

1.17 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.15 to 1.17 and figure 1.II.

1.18 As reflected in tables 1.15 (1) and 1.16 (1), the overall resources proposed for 2022 amount to \$6,271,600 before recosting, reflecting an increase of \$124,500 (or 2.0 per cent) compared with the appropriation for 2021. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.15

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	4 758.5	6 147.1	124.5	–	–	124.5	2.0
Subtotal, 1	4 758.5	6 147.1	124.5	–	–	124.5	2.0

(2) *Other assessed*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	461.6	659.9	126.8	19.2	786.7
Subtotal, 2	461.6	659.9	126.8	19.2	786.7
Total	5 220.1	6 807.0	251.3	3.7	7 058.3

Section 1 Overall policymaking, direction and coordination

Table 1.16

Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	—	—	—	—	12
Subtotal, 1	12	—	—	—	—	12

(2) *Other assessed*

Component	2021 estimate	Change	2022 estimate
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	3	—	3
Subtotal, 2	3	—	3
Total	15	—	15

Table 1.17

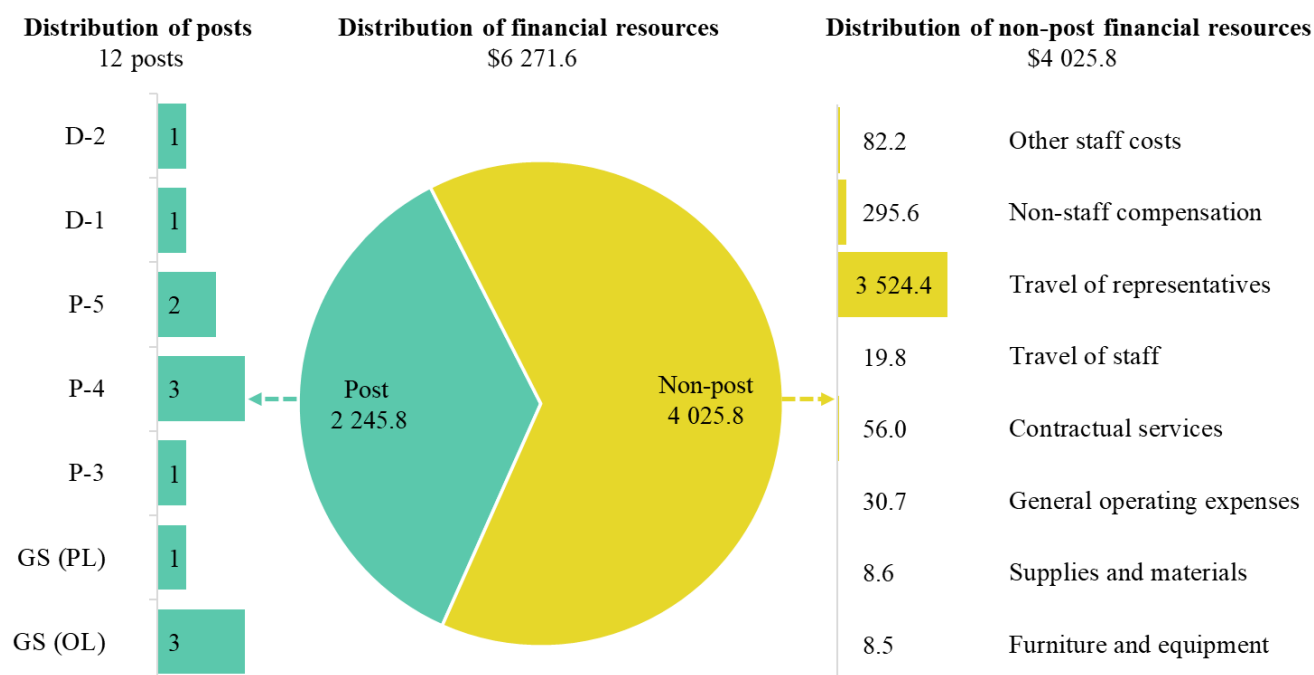
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 164.2	2 121.3	124.5	—	—	124.5	5.9	2 245.8
Non-post	2 594.4	4 025.8	—	—	—	—	—	4 025.8
Total	4 758.5	6 147.1	124.5	—	—	124.5	2.0	6 271.6
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		4	—	—	—	—	—	4
Total		12	—	—	—	—	—	12

Figure 1.II
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor and component

Technical adjustments

- 1.19 As reflected in tables 1.15 (1) and 1.16 (1), the increase of \$124,500 relates to the delayed impact of the posts of Administrative Officer (P-3) and Meetings Services Assistant (General Service (Other level)) that were established in 2021 to support the secretariat of the Advisory Committee and the related expansion of the Committee, pursuant to General Assembly resolution [74/267](#).

Other assessed resources

- 1.20 As reflected in tables 1.15 (2) and 1.16 (2), projected other assessed resources for 2022 of \$786,700 would provide for three posts (1 P-5 and 2 P-4) and would be utilized to support the secretariat of the Advisory Committee on matters related to peacekeeping operations. This reflects an increase of \$126,800 compared with the estimate for 2021, owing mainly to updated salary costs and lower vacancy rates applied to one post established in the 2020/21 period, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 ([A/75/785](#)). Other assessed resources represent 11.1 per cent of the total resources for the Committee.
- 1.21 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.18.
- 1.22 The compliance rate for travel of the members of the Advisory Committee was affected by the restrictions in travel resulting from the COVID-19 pandemic in 2020. Travel plans changed at short notice owing to changes in national travel restrictions. Efforts to manage the factors that previously affected the work of the Committee and the resulting compliance rate continue, in tandem with COVID-19-related considerations, including workload considerations and the scheduling of complex reports for the consideration of the Committee.

Table 1.18
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	60	59.1	100	100

Impact of COVID-19

- 1.23 During 2020, the COVID-19 pandemic had an impact on the planned activities of the Advisory Committee, including its secretariat. To ensure business continuity during the onset of COVID-19, the Committee switched to the use of virtual platforms to conduct its meetings and ensure continuity in the: (a) review of and reporting on the programme budget and related performance reports submitted by the Secretary-General to the General Assembly; (b) provision of advice to the Assembly concerning any administrative and budgetary matters referred to it; (c) review, on behalf of the Assembly, of the administrative budgets of the specialized agencies and proposals for financial arrangements with such agencies; (d) consideration of and reporting to the Assembly on the reports of the Board of Auditors on the accounts of the United Nations and of the specialized agencies; and (e) review of other requests on administrative and budgetary matters that are delegated to the Committee, such as requests for commitment authorities or establishment of posts funded from voluntary contributions at the D-1 level and above. Field missions were cancelled as a result of the travel restrictions related to the pandemic, and the restrictions imposed on the Committee, combined with the virtual working environment, required unprecedented levels of additional support from the secretariat of the Committee with regard to administrative, conference-related and substantive support. The secretariat extended its operating hours and modified its operating procedures and processes to accommodate the restrictions and expanded requirements so that planned activities would not be cancelled, modified or significantly revised, notwithstanding a number of staffing vacancies.
- 1.24 Reflecting the importance of continuous improvement and responding to the evolving needs, the Advisory Committee will mainstream lessons learned and best practices related to the adjustments to and adoption of its programme owing to the COVID-19 pandemic. Specific examples of best practices include the use of virtual platforms, to the extent feasible, to conduct its meetings and the continued use of modified processes and procedures implemented by the secretariat of the Committee in supporting the Committee.

3. Committee on Contributions

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.25 The proposed regular budget resources for 2022 are reflected in table 1.19 and reflect no change in resource level compared with the appropriation for 2021.

Table 1.19
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Travel of representatives	20.3	322.1	—	—	—	—	—	—	322.1
General operating expenses	16.1	—	—	—	—	—	—	—	—
Total	36.4	322.1	—	—	—	—	—	—	322.1

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

Table 1.20
Compliance rate

(Percentage)

	Actual 2019	Actual 2020 ^a	Planned 2021	Planned 2022
Air tickets purchased at least 2 weeks before the commencement of travel	100	—	100	100

^a No travel was undertaken by the Committee owing to COVID-19 travel restrictions.

Impact of COVID-19

- 1.27 During 2020, the COVID-19 pandemic had an impact on the activities of the Committee, including its secretariat. At its eightieth session, the Committee met virtually with a limited agenda, given the challenges surrounding COVID-19 and the inability to meet in person. The Committee heard from countries requesting exemptions to Article 19 of the Charter of the United Nations, and given the difficult situation surrounding the meeting, the Committee decided to take note of the documentation provided regarding the methodology of the scale of assessments and to perform a full review of the methodology of the scale of assessments pursuant to rule 160 of the rules of procedure of the General Assembly and Assembly resolutions [58/1 B](#) and [73/271](#) at its next session.
- 1.28 Reflecting the importance of continuous improvement and responding to the evolving needs, the Committee will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of best practices include the use of virtual platforms, to the extent feasible, to conduct meetings of the Committee.

4. Board of Auditors (including its secretariat)

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.29 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.21 to 1.23.

Section 1 Overall policymaking, direction and coordination

Table 1.21
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	708.3	840.3	—	—	—	—	—	840.3
Other staff costs	2.5	22.0	—	—	—	—	—	22.0
Travel of staff	—	28.3	—	—	—	—	—	28.3
Contractual services	2 740.2	2 790.5	—	—	—	—	—	2 790.5
General operating expenses	20.5	44.1	—	—	—	—	—	44.1
Supplies and materials	—	6.6	—	—	—	—	—	6.6
Furniture and equipment	18.4	6.8	—	—	—	—	—	6.8
Total	3 489.9	3 738.6	—	—	—	—	—	3 738.6

Table 1.22
Proposed posts and post changes for 2022

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2021	6	1 D-1, 1 P-3, 4 GS (OL)
Post changes	—	
Proposed for 2022	6	1 D-1, 1 P-3, 4 GS (OL)

Table 1.23
Proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>2021 approved</i>	<i>Changes</i>				<i>2022 proposed</i>
		<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Professional and higher						
D-1	1	—	—	—	—	1
P-3	1	—	—	—	—	1
Subtotal	2	—	—	—	—	2
General Service and related						
GS (OL)	4	—	—	—	—	4
Subtotal	4	—	—	—	—	4
Total	6	—	—	—	—	6

1.30 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.24 to 1.26 and figure 1.III.

Part I Overall policymaking, direction and coordination

- 1.31 As reflected in table 1.24 (1), the overall resources proposed for 2022 amount to \$3,738,600 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.24

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage	
Board of Auditors (including its secretariat)	3 489.9	3 738.6	—	—	—	— —	3 738.6
Subtotal, 1	3 489.9	3 738.6	—	—	—	— —	3 738.6

(2) *Other assessed*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Board of Auditors (including its secretariat)	4 414.9	4 257.1	—	—	4 257.1
Subtotal, 2	4 414.9	4 257.1	—	—	4 257.1

(3) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Board of Auditors (including its secretariat)	6 325.5	6 300.7	—	—	6 300.7
Subtotal, 3	6 325.5	6 300.7	—	—	6 300.7
Total	14 230.3	14 296.4	—	—	14 296.4

Table 1.25

Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Board of Auditors (including its secretariat)	6	—	—	—	—	6
Subtotal, 1	6	—	—	—	—	6

Section 1 Overall policymaking, direction and coordination

(2) Extrabudgetary

<i>Component</i>	<i>2021 estimate</i>	<i>Change</i>	<i>2022 estimate</i>
Board of Auditors (including its secretariat)	1	–	1
Subtotal, 2	1	–	1
Total	7	–	7

Table 1.26

Evolution of financial and post resources

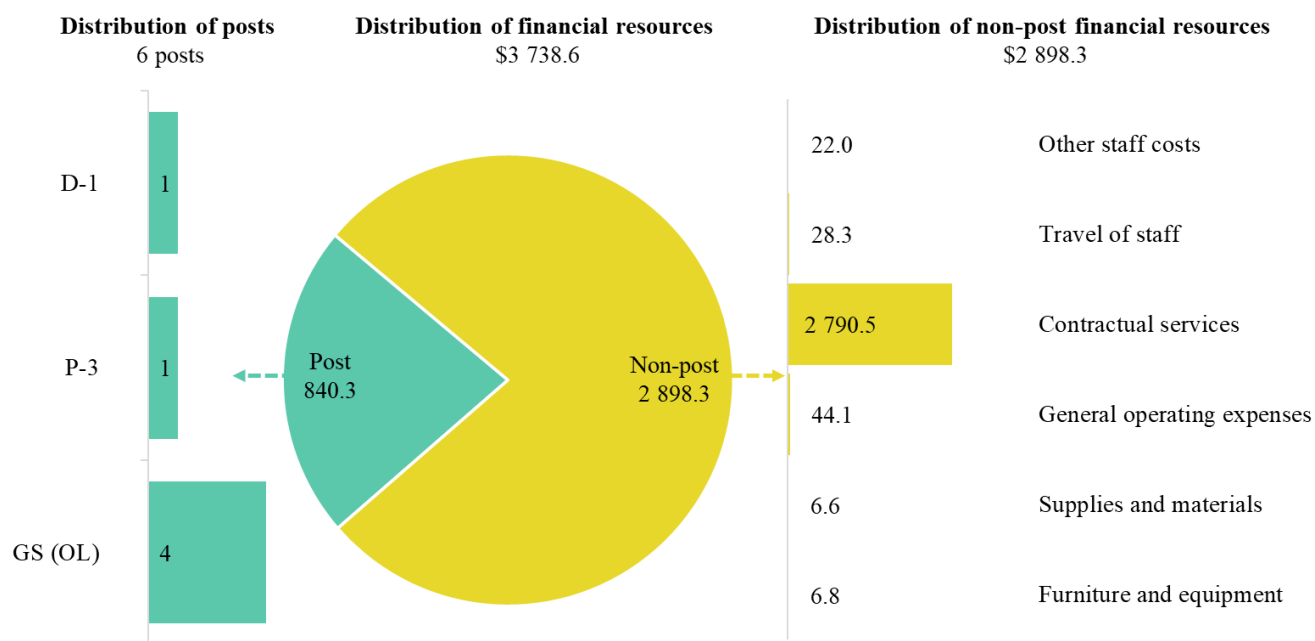
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	708.3	840.3	—	—	—	—	—	840.3
Non-post	2 781.5	2 898.3	—	—	—	—	—	2 898.3
Total	3 489.9	3 738.6	—	—	—	—	—	3 738.6
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		4	—	—	—	—	—	4
Total		6	—	—	—	—	—	6

Figure 1.III

Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 1.32 As reflected in table 1.24 (2), projected other assessed resources for 2022 would amount to \$4,257,100 and would provide for the audits of active peacekeeping missions. Other assessed resources represent 29.8 per cent of the total resources for this section.
- 1.33 As reflected in tables 1.24 (3) and 1.25 (2), the Board expects to continue to receive cash contributions, which would complement regular budget resources. For 2022, extrabudgetary resources are estimated at \$6,300,700 and would provide for one post (General Service (Other level)). Extrabudgetary resources represent 44.1 per cent of the total resources for the Board.
- 1.34 Extrabudgetary resources provide for the audit of technical cooperation projects undertaken by the Department of Economic and Social Affairs, trust fund-related audits included in United Nations entities and the full range of activities, entities and programmes falling under the auspices of the Secretariat (see [A/75/5 \(Vol. I\)](#)), including the Office for the Coordination of Humanitarian Affairs, the International Trade Centre, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the strategic heritage plan of the United Nations Office at Geneva, the United Nations University, the United Nations Development Programme (UNDP), the United Nations Capital Development Fund, the United Nations Children's Fund (UNICEF), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), the Provident Fund of UNRWA, the Microfinance and Microenterprise programme of UNRWA, the United Nations Institute for Training and Research, the Office of the United Nations High Commissioner for Refugees, the United Nations Environment Programme (UNEP), the United Nations Population Fund (UNFPA), the United Nations Human Settlements Programme (UN-Habitat), the United Nations Office on Drugs and Crime (UNODC), the United Nations Office for Project Services, the International Residual Mechanism for Criminal Tribunals, the United Nations Joint Staff Pension Fund, the United Nations Framework Convention on Climate Change, the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, the United Nations Compensation Commission, the United Nations Interregional Crime and Justice Research Institute, the United Nations System Staff College, the United Nations Research Institute for Social Development, the UNDP trust fund for the Global Environment Facility and the Global Environment Facility trust fund (UNEP), the Economic Commission for Latin America and the Caribbean, the Economic Commission for Europe, the Economic Commission for Africa, the Economic and Social Commission for Asia and the Pacific, the Economic and Social Commission for Western Asia, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the United Nations Conference on Trade and Development.
- 1.35 The extrabudgetary resources under this section are subject to the oversight of the Board, which has delegated authority from the Secretary-General.
- 1.36 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.27. The Board of Auditors secretariat will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.27

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020^a</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	—	100	100

^a No travel was undertaken by the Board owing to COVID-19 travel restrictions.

Impact of COVID-19

- 1.37 During 2020, the COVID-19 pandemic had an impact on the planned activities of the Board. The Board had to cancel on-site visits and conduct its audits through virtual platforms. The use of the remote audit methodology led to an increase in the utilization of auditor weeks. Auditor weeks utilized from 1 January to 31 December 2020 were 5,011.6 weeks, or 7.7 per cent higher than the 4,654 weeks utilized in the same period in 2019. Remote audits have been possible owing to the operation of the United Nations enterprise resource planning system. The pandemic notwithstanding, the Board and its audit teams, the Executive Secretary and the Audit Operations Committee were able to adapt and perform their duties remotely, to the full satisfaction of the Board and in accordance with auditing standards. The Board sessions were held virtually, with full participation. The annual session of the Panel of External Auditors was cancelled for 2020; however, the Panel's Technical Group held an interim meeting in November and an additional regular meeting in April 2021, both virtually and with full participation.

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

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.38 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the regulations adopted by the Assembly, the Pension Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat of the Pension Board and each such committee. The Assembly exercises legislative authority on behalf of all participating organizations.
- 1.39 The expenses incurred by a staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, given that the central secretariat of the Pension Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continued to handle pension administration for the United Nations by special arrangement with the Pension Board. For those services, the United Nations reimburses the Pension Fund in accordance with the cost-sharing arrangement, as approved by the General Assembly in its resolution [75/246](#).
- 1.40 At the time that the present report was being prepared, the proposed budget of the Pension Fund for 2022 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Pension Fund for 2022 and action taken by the General Assembly at its seventy-sixth session on the basis of such recommendations as the Pension Board may make in 2021 with respect to that budget. A statement of administrative and budgetary implications will be submitted to the Assembly at its seventy-sixth session should the Pension Board's recommendations involve resources different from those estimated in the present report.
- 1.41 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in table 1.28.

Table 1.28
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Travel of representatives	—	95.3	—	—	(12.0)		(12.0)	(12.6)	83.3
Travel of staff	3.6	43.3	—	—	12.0		12.0	27.7	55.3
Grants and contributions	4 863.9	4 885.0	—	—	—		—	—	4 885.0
Total	4 867.5	5 023.6	—	—	—		—	—	5 023.6

1.42 Additional details on the distribution of the proposed resources for 2022 are reflected in table 1.29 and figure 1.IV.

1.43 As reflected in table 1.29 (1), the overall resources proposed for 2022 amount to \$5,023,600 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.29
Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) Regular budget

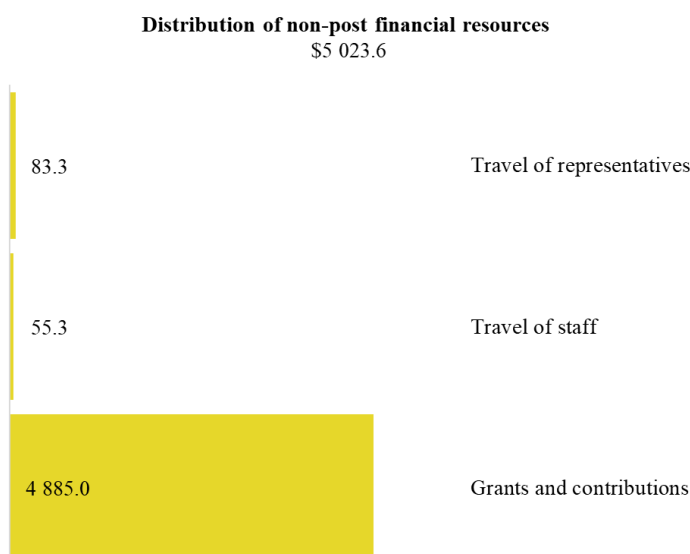
Component	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	4 867.5	5 023.6	—	—	—		—	—	5 023.6
Subtotal, 1	4 867.5	5 023.6	—	—	—		—	—	5 023.6

(2) Extrabudgetary

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	2 918.3	3 110.1	—	—	3 110.1
Subtotal, 2	2 918.3	3 110.1	—	—	3 110.1
Total	7 785.8	8 133.7	—	—	8 133.7

Figure 1.IV
Distribution of proposed resources for 2022 (before recosting)

(Thousands of United States dollars)



Extrabudgetary resources

- 1.44 As reflected in table 1.29 (2), projected extrabudgetary resource of \$3,110,100 are expected to be received in 2022, representing the share of the funds and programmes of the Pension Fund.
- 1.45 The extrabudgetary resources under this section are subject to the oversight of the Pension Fund, which has delegated authority from the Secretary-General.
- 1.46 Information on compliance with the advance booking for air travel is reflected in table 1.30. Efforts have been made to enhance travel compliance by reminding travellers of the compliance requirements and the mandatory justification on non-compliance. The office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.30
Compliance rate

(Percentage)

	Actual 2019	Actual 2020 ^a	Planned 2021	Planned 2022
Air tickets purchased at least 2 weeks before the commencement of travel	66.7	—	100	100

^a No travel was undertaken owing to COVID-19 travel restrictions.

Impact of COVID-19

- 1.47 During 2020, the COVID-19 pandemic had an impact on the planned activities of the Pension Fund. Staff made the transition to remote working arrangements and all Pension Fund operations continued, using virtual platforms. The Pension Fund issued a document entitled “COVID-19 and the UNJSPF: your frequently asked questions answered” to inform the participants of the continued processing of pension benefits. In recognition of the fact that some participants and beneficiaries might not be able to submit their official forms to the Pension Fund in the required format, the Fund implemented arrangements that exceptionally allowed for the electronic submission of official forms and supporting documentation to ensure continued service to its clients worldwide. Furthermore, the

Pension Fund replaced paper-based communication with digital means as a result of the limitations of international postal services. The Pension Fund also experienced a substantial decline in pension entitlement cases, as member organizations deferred separations. It is to be expected that this deferral will lead to a significant increase in workload after the pandemic. An early indication of any impact of COVID-19 on the mortality and morbidity of participants and beneficiaries will be known from the experience analysis that will be carried out in advance of the next full valuation as at 31 December 2021.

- 1.48 The Pension Fund continued to closely monitor the financial situation of its portfolio. In the first quarter of 2020, the value of the portfolio declined in line with the market downturn; however, the financial markets recovered in the remaining quarters of 2020 and the value of the portfolio increased to record highs. The estimated unaudited market value of total investments of the Pension Fund, net of the Fund secretariat's cash and cash equivalents, as at 16 April 2021 was approximately \$85.6 billion. As the COVID-19 pandemic continues, the Pension Fund expects that market volatility may persist. To keep clients informed, the financial position was made available on the Pension Fund's website.¹

6. Committee for Programme and Coordination

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.49 The proposed regular budget resources for 2022 are reflected in table 1.31 and reflect no change in resource level compared with the appropriation for 2021.

Table 1.31

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Travel of representatives	–	413.0	–	–	–	–	–	–	413.0
General operating expenses	20.6	–	–	–	–	–	–	–	–
Total	20.6	413.0	–	–	–	–	–	–	413.0

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

Table 1.32

Compliance rate

(Percentage)

	Actual 2019	Actual 2020 ^a	Planned 2021	Planned 2022
Air tickets purchased at least 2 weeks before the commencement of travel	56	–	100	100

^a No travel was undertaken by the Committee owing to COVID-19 travel restrictions.

¹ See <https://oim.unjspf.org/investments-at-glance/weekly-fund-performance>.

Impact of COVID-19

- 1.51 The impact of COVID-19 on the work of the Committee is reported under component 2 of subprogramme 1, Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services, of the proposed programme budget for section 29A, Department of Management Strategy, Policy and Compliance (see [A/76/6 \(Sect. 29A\)](#)).

7. Independent Audit Advisory Committee

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.52 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.33 to 1.35.

Table 1.33
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Post	345.9	279.1	—	—	—	—	—	—	279.1
Other staff costs	2.1	11.6	—	—	—	—	—	—	11.6
Consultants	3.1	6.6	—	—	(0.2)	(0.2)	(3.0)	—	6.4
Travel of representatives	23.4	197.1	—	—	—	—	—	—	197.1
Travel of staff	—	10.7	—	—	0.2	0.2	1.9	—	10.9
Contractual services	4.6	3.6	—	—	—	—	—	—	3.6
General operating expenses	1.6	3.2	—	—	—	—	—	—	3.2
Supplies and materials	—	1.1	—	—	—	—	—	—	1.1
Furniture and equipment	2.3	0.5	—	—	—	—	—	—	0.5
Total	383.0	513.5	—	—	—	—	—	—	513.5

Table 1.34
Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2020	2	1 P-5, 1 GS (OL)
Post changes	—	
Proposed for 2021	2	1 P-5, 1 GS (OL)

Table 1.35
Proposed posts by category and grade

(Number of posts)

Category and grade	Changes					Total	2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other			
Professional and higher							
P-5	1	—	—	—	—	1	
Subtotal	1	—	—	—	—	1	
General Service and related							
GS (OL)	1	—	—	—	—	1	
Subtotal	1	—	—	—	—	1	
Total	2	—	—	—	—	2	

1.53 Additional details on the distribution of proposed resources for 2022 are reflected in table 1.36 and figure 1.V.

1.54 As reflected in table 1.36, the overall resources proposed for 2022 amount to \$513,500 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.36
Evolution of financial and post resources

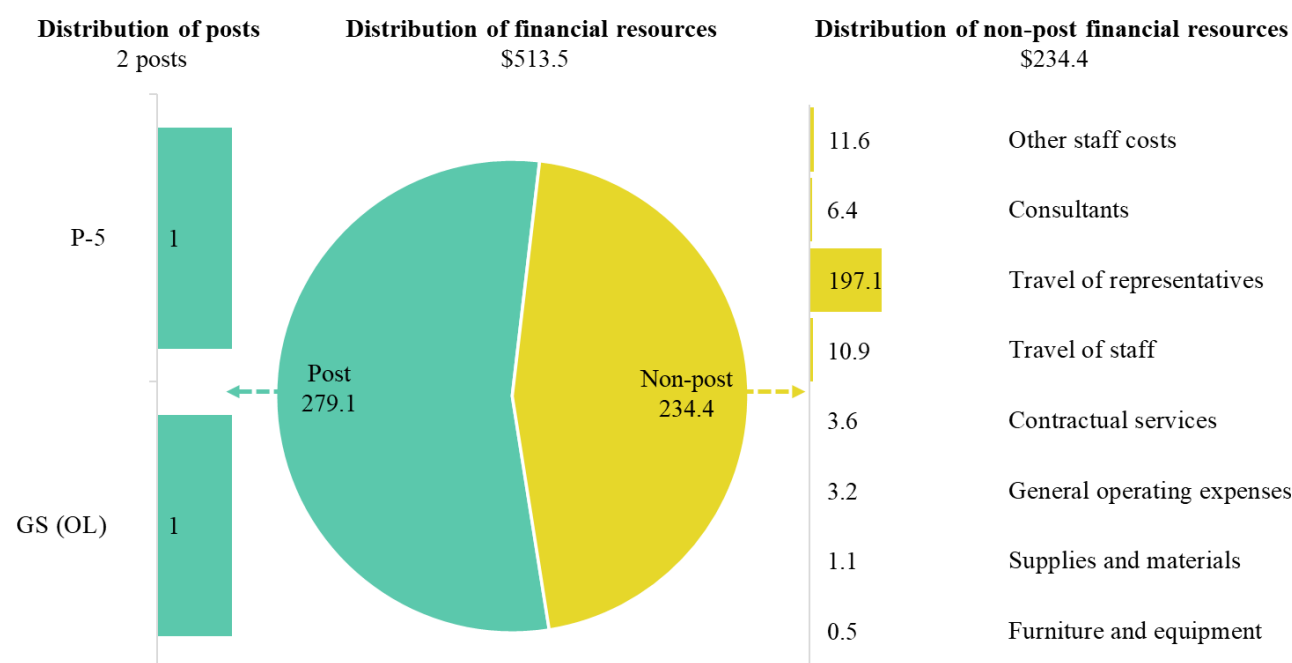
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	345.9	279.1	—	—	—	—	—	279.1
Non-post	37.1	234.4	—	—	—	—	—	234.4
Total	383.0	513.5	—	—	—	—	—	513.5
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		1	—	—	—	—	—	1
Total		2	—	—	—	—	—	2

Figure 1.V

Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



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

Table 1.37

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	54.2	66.7	100	100

Impact of COVID-19

- 1.56 During 2020, the COVID-19 pandemic had an impact on the planned activities of the Committee. Owing to the ongoing challenges associated with the pandemic, the Committee conducted its forty-ninth session on-site in New York, given that the meeting was held in February, prior to the onset of COVID-19, but held its fiftieth, fifty-first and fifty-second sessions virtually. The Committee's membership includes members from various time zones. The Committee adapted its work methods to ensure the provision of advice to the General Assembly in line with its mandate. For example, in order to accommodate those members within an 11-hour time zone difference, the sessions started and ended much earlier (from 8:00 a.m. to 12:00 a.m.). This had an impact on the translation services, which are an essential aspect of the communication process during the Committee's deliberations. The Committee also had to arrange ad hoc sessions to accommodate the various agenda items that could not be addressed during the three or four-day sessions. The Committee issued its two reports on the budget of the Office of Internal Oversight Services and its annual report on the Committee's activities.

II. Secretary-General

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.57 In accordance with Article 97 of the Charter of the United Nations, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who, in turn, appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.
- 1.58 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination, the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General in 2022 will be directed towards the achievement of the priorities of the Organization.
- 1.59 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.38 to 1.40.

Table 1.38

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	413.9	611.1	—	—	—	—	—	611.1
Hospitality	23.4	56.4	—	—	—	—	—	56.4
Travel of staff	122.6	201.7	—	—	—	—	—	201.7
General operating expenses	165.5	158.0	—	—	—	—	—	158.0
Total	725.3	1 027.2	—	—	—	—	—	1 027.2

Table 1.39

Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2020	1	Secretary-General
Post changes	—	
Proposed for 2021	1	Secretary-General

Section 1 Overall policymaking, direction and coordination

Table 1.40

Proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
Secretary-General	1	—	—	—	—	1
Total	1	—	—	—	—	1

1.60 Additional details on the distribution of the proposed resources for 2022 are reflected in table 1.41 and figure 1.VI.

1.61 As reflected in table 1.41, the overall resources proposed for 2022 amount to \$1,027,200 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.41

Evolution of financial and post resources

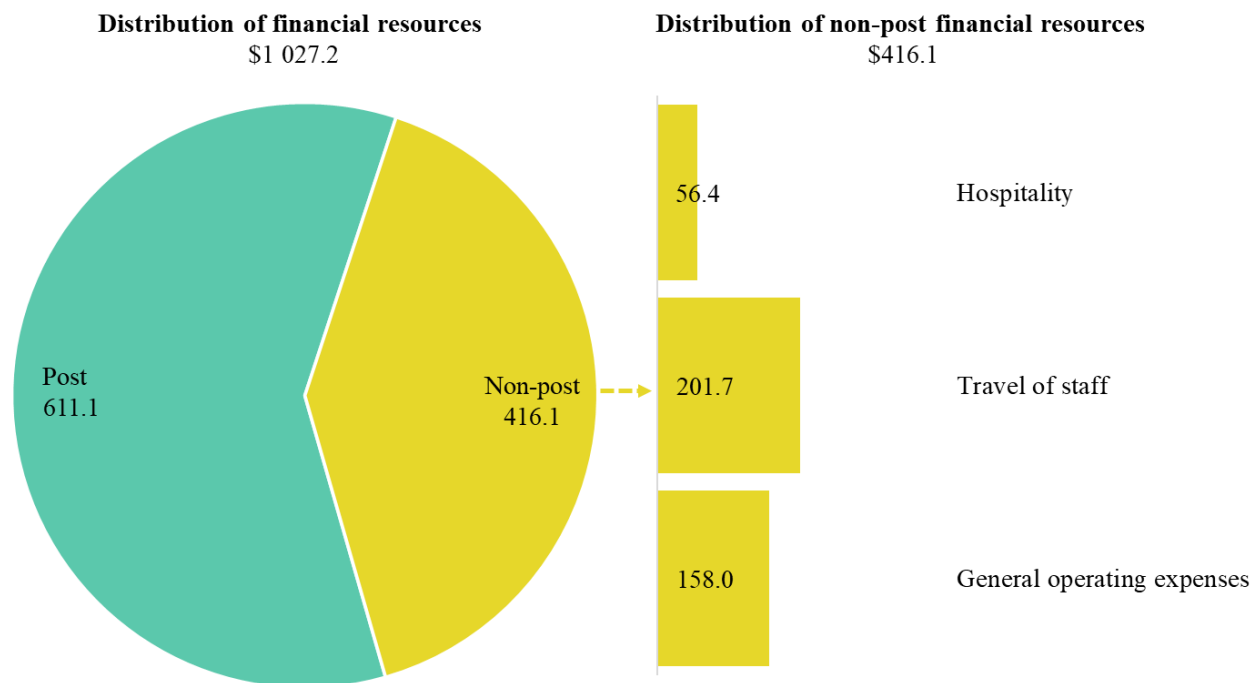
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	413.9	611.1	—	—	—	—	—	611.1
Non-post	311.5	416.1	—	—	—	—	—	416.1
Total	725.3	1 027.2	—	—	—	—	—	1 027.2
Post resources by category								
Secretary-General		1	—	—	—	—	—	1
Total		1	—	—	—	—	—	1

Figure 1.VI

Distribution of proposed resources for 2022 (before recosting)

(Thousands of United States dollars)



III. Executive direction and management

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

1. Executive Office of the Secretary-General

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.63 The Executive Office of the Secretary-General provides assistance to the Secretary-General in the establishment of general policy, in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It provides further assistance to the Secretary-General in strategic planning, the preparation of the annual report of the Organization, political, economic and inter-agency affairs, liaison and representation functions and the fulfilment of the priorities and mandates set out by the General Assembly. The resources of the Office also provide for the post of Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution [52/12 B](#).
- 1.64 The Executive Office is functioning as an integrated office, with reporting lines through the Chef de Cabinet to the Secretary-General. The resources for the Office provide for the posts and non-post resources in support of the activities of the Secretary-General.
- 1.65 The overall level and number of posts approved for 2022 remain unchanged. During 2021, the Secretary-General has continued to improve the structure of the Executive Office through internal redeployments, as reflected in the organization chart in annex I.B to the present report, to ensure the maximum utilization of existing resources.
- 1.66 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Executive Office is integrating environmental management practices into its operations. In 2020, the COVID-19 pandemic resulted in the elimination of printing. It is estimated that the streamlining of correspondence and document processing workflows that were instituted by the Office facilitated the elimination of a large portion of the printing required under normal circumstances, resulting in savings of approximately 40,000 pages in 2020. These new workflows will continue to be implemented and in use by the Office after the COVID-19 pandemic subsides.

- 1.67 The Executive Office is taking active steps to ensure the provision of reasonable accommodation, including assistive technology, to staff members with disabilities. All these efforts will continue in 2022.

Deputy Secretary-General

- 1.68 The Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of General Assembly resolution [52/12 B](#), will place special focus on sustainable development, including the 2030 Agenda, the management of the reform review of the United Nations development system, financing for development, the humanitarian-development nexus, climate change, migration, global health and related issues.

Chef de Cabinet

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

Sustainable Development Unit

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

Strategic Coordination Unit

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

Strategic Planning and Monitoring Unit

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

Political, Peacekeeping, Humanitarian and Human Rights Unit

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

Rule of Law Unit

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

Scheduling and Travel Unit

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

Strategic Communication and Speech Writing Unit

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

Office of the Spokesperson

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

Management and Administrative Unit

- 1.78 The Management and Administrative Unit provides support to the Secretary-General and the Executive Office in the areas of human resources, financial and budgetary management and general administration. In addition, the Unit carries out advisory and liaison functions with respect to matters

related to management, oversight, conference support, safety and security, legal affairs, ethics and discipline. The Unit, which includes the Central Records Unit, also ensures the effective management of correspondence for the Secretary-General and the Office.

Senior Adviser on Policy

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

Impact of COVID-19

- 1.80 Since the breakout of the COVID-19 pandemic, the majority of Executive Office staff made the transition to remote working arrangements, while measures were taken to mitigate the risks for those staff who performed functions that required their presence at the Office. The vast majority of the office work was performed effectively and efficiently through leveraging advanced communication, teleconference and information technology systems. Meetings normally held in person were conducted virtually. While there were no substantial adverse implications of COVID-19 on operations, the inability to travel and meet in-person with dignitaries and delegates made it more difficult to perform some of the more sensitive work, especially those related to supporting the good offices work of the Secretary-General.
- 1.81 The Executive Office led and supported the COVID-19-related efforts across all offices, departments and field entities within the Secretariat and in the United Nations system, ensuring continuous operations. The Office established a business continuity tracker, which oversaw all critical operational functions across the Secretariat and worked with key stakeholders to address any gaps in business continuity. The Office also supported system-wide efforts to strengthen the first line of defence across duty stations globally, establish a system-wide medical evacuation mechanism for United Nations personnel and roll out COVID-19 vaccines to staff on the front lines. Its staff participated in and supported the decision-making of the Senior Emergency Policy Team, the Management Committee and the Executive Committee on matters related to the business continuity of the Organization and the broader response to COVID-19.
- 1.82 Some planned activities were adjusted, and new activities were identified during 2020, within the overall scope of the objectives, in order to support Member States on issues related to the COVID-19 pandemic. These included the launch and oversight of a comprehensive United Nations system-wide response to saving lives, delivering a large-scale, coordinated and comprehensive health response, advising on policies to address the devastating socioeconomic, humanitarian and human rights aspects of the crisis, and supporting Member States in a recovery process that builds back better. As part of the response, the Secretary-General issued a series of 24 policy briefs to provide ideas to Governments on ways to address the consequences of the crisis and undertook a wide range of other public initiatives designed to draw attention to the most vulnerable populations and countries. His COVID-19 response and recovery multi-partner trust fund targeted its protection to the poor and the vulnerable and offered innovative solutions that chart a more sustainable and more inclusive future for all.
- 1.83 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.42 to 1.44.

Table 1.42
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Post	15 083.2	15 715.3	—	—	—	—	—	—	15 715.3
Other staff costs	43.1	108.0	—	—	—	—	—	—	108.0
Hospitality	0.5	1.4	—	—	—	—	—	—	1.4
Travel of staff	359.9	426.0	—	—	—	—	—	—	426.0
Contractual services	164.0	137.0	—	—	—	—	—	—	137.0
General operating expenses	153.4	99.7	—	—	—	—	—	—	99.7
Supplies and materials	3.3	45.3	—	—	—	—	—	—	45.3
Furniture and equipment	34.0	18.7	—	—	—	—	—	—	18.7
Other	(0.1)	—	—	—	—	—	—	—	—
Total	15 841.4	16 551.4	—	—	—	—	—	—	16 551.4

Table 1.43
Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 11 P-4, 7 P-3, 2 P-2/1, 7 GS (PL), 39 GS (OL)
Post changes	—	
Proposed for 2022	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 11 P-4, 7 P-3, 2 P-2/1, 7 GS (PL), 39 GS (OL)

Table 1.44
Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
DSG	1	—	—	—	—	1
USG	2	—	—	—	—	2
ASG	1	—	—	—	—	1
D-2	6	—	—	—	—	6
D-1	7	—	—	—	—	7
P-5	9	—	—	—	—	9
P-4	11	—	—	—	—	11
P-3	7	—	—	—	—	7
P-2/1	2	—	—	—	—	2
Subtotal	46	—	—	—	—	46

Part I Overall policymaking, direction and coordination

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	7	—	—	—	—	7
GS (OL)	39	—	—	—	—	39
Subtotal	46	—	—	—	—	46
Total	92	—	—	—	—	92

1.84 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.45 to 1.47 and figure 1.VII.

1.85 As reflected in table 1.45 (1), the overall resources proposed for 2022 amount to \$16,551,400 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.45

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Executive direction and management	15 841.4	16 551.4	–	–	–	–	16 551.4
Subtotal, 1	15 841.4	16 551.4	–	–	–	–	16 551.4

(2) *Other assessed*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Executive direction and management	1 079.8	1 211.7	2.9	0.2	1 214.6
Subtotal, 2	1 079.8	1 211.7	2.9	0.2	1 214.6

(3) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Executive direction and management	20 596.7	28 337.6	(5 131.3)	(18.1)	23 206.3
Subtotal, 3	20 596.7	28 337.6	(5 131.3)	(18.1)	23 206.3
Total	37 517.9	46 100.7	(5 128.4)	(11.1)	40 972.3

Section 1 Overall policymaking, direction and coordination

Table 1.46

Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	92	–	–	–	–	92
Subtotal, 1	92	–	–	–	–	92

(2) *Other assessed*

Component	2021 estimate	Change	2022 estimate
Executive direction and management	5	–	5
Subtotal, 2	5	–	5

(3) *Extrabudgetary*

Component	2021 estimate	Change	2022 estimate
Executive direction and management	17	1	18
Subtotal, 3	17	1	18
Total	114	1	115

Table 1.47

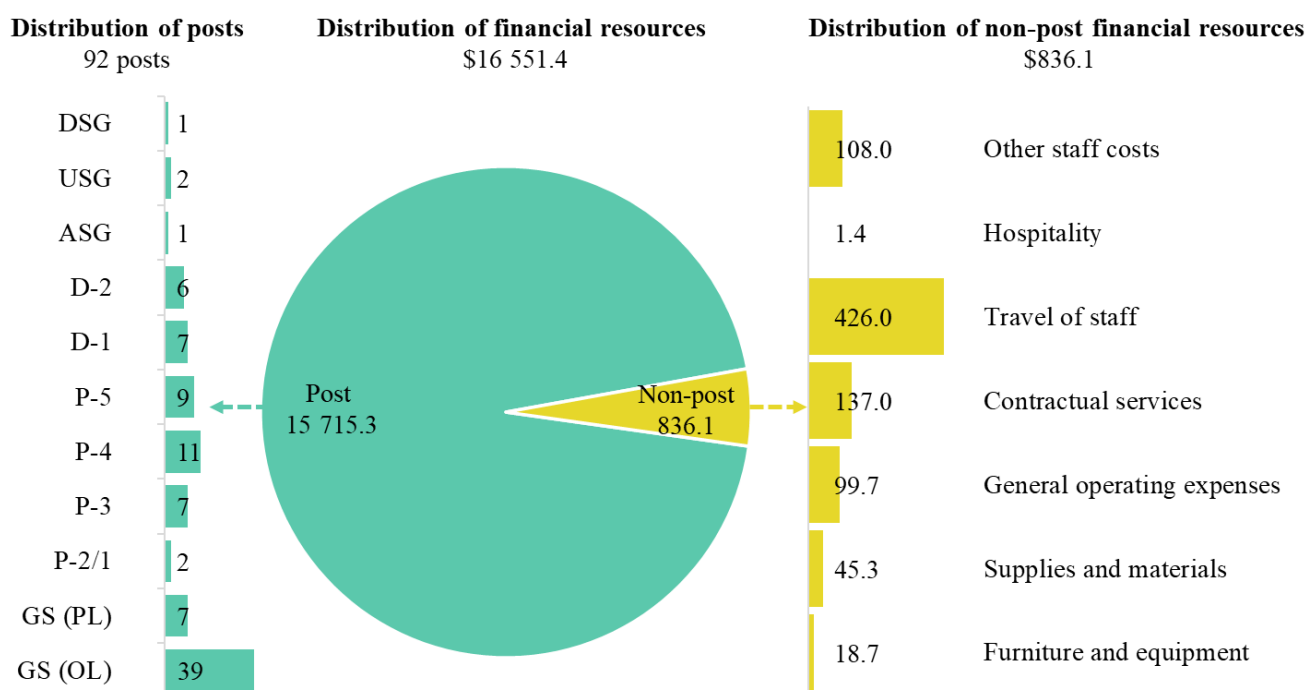
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	15 083.2	15 715.3	—	—	—	—	—	15 715.3
Non-post	758.2	836.1	—	—	—	—	—	836.1
Total	15 841.4	16 551.4	—	—	—	—	—	16 551.4
Post resources by category								
Professional and higher		46	—	—	—	—	—	46
General Service and related		46	—	—	—	—	—	46
Total		92	—	—	—	—	—	92

Figure 1.VII
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 1.86 As reflected in tables 1.45 (2) and 1.46 (2), projected other assessed resources for 2022 of \$1,214,600 will be utilized to provide for five posts (1 D-1, 2 P-5 and 2 General Service (Other level)) under the support account for peacekeeping operations. This reflects an increase of \$2,900 compared with the estimates for 2021. Further details on the resource changes are reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations from 1 July 2021 to 30 June 2022 ([A/75/785](#)). Other assessed resources represent 3.0 per cent of the total resources for the Executive Office.
- 1.87 As reflected in tables 1.45 (3) and 1.46 (3), the Executive Office expects to receive extrabudgetary contributions, which would complement regular budget resources and support the delivery of its mandates. For 2022, extrabudgetary resources are estimated at \$23,206,300 and would provide for 18 posts (1 D-2, 5 P-5, 7 P-4, 2 P-3, 1 P2/1, 1 General Service (Principal level) and 1 General Service (Other level)). The resources would be used to support the Secretary-General in his responsibilities and would support Office activities in all regions of the world, providing support for financing of activities related to the maintenance of international peace and security, and providing for special projects to be undertaken by the Office, and reflect a decrease of \$5,131,300 compared with the estimates for 2021. The decrease is due mainly to the anticipated reduction in voluntary contributions for time-bound projects. Extrabudgetary resources represent 56.6 per cent of the total resources for the Office.
- 1.88 The extrabudgetary resources under this section are subject to the oversight of the Executive Office, which has delegated authority from the Secretary-General.
- 1.89 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.48. The vast majority of the travel undertaken in the Executive Office is in connection with the formal delegations of the Secretary-General and of the Deputy Secretary-General. The official visits of the Secretary-General and of the Deputy Secretary-General involve

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

Table 1.48

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	89	78	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	34	32	100	100

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

Foreword

The COVID-19 pandemic made it clear that, to overcome the challenges of today and tomorrow, we need more international cooperation and solidarity, as well as strong, impactful multilateral institutions. As the world seeks to recover from the pandemic and build back better, Geneva is well-placed to support a reinvigorated multilateralism for the twenty-first century.

By providing key infrastructure, services and support, coupled with its unique convening capacity – whether physical or virtual – the United Nations Office at Geneva enables the international community to pursue the promotion of peace and security, disarmament, human rights and humanitarian relief, the implementation of the 2030 Agenda and much more.

As the representative office of the Secretary-General in Switzerland, the United Nations Office at Geneva works on the entire spectrum of the mandate of the United Nations, including the Secretary-General's reform agenda, political, developmental, outreach and communications initiatives and the provision of protocol and diplomatic liaison functions and advice. As the designated United Nations official for security for Switzerland, the Director-General leads the Office in identifying and implementing measures to be more resilient, secure and cost-effective.

As the epicentre of the largest conglomeration of international actors, comprising governmental, civil society, academic and private actors, the United Nations Office at Geneva embraces innovation, collaboration and sustainability. The Office rapidly incorporated lessons learned from the pandemic and is adapting to provide more flexible services to ensure inclusivity and accessibility well into the future.

At the same time, the benefits of in-person multilateralism remain. The strategic heritage plan therefore continues, to ensure that the Palais des Nations is upgraded and modernized to provide a safer, more “fit-for-purpose” and accessible environment to enable the full participation of all in the work that takes place in these historic premises.

The United Nations Office at Geneva will continue to be a service provider of excellence and an operational hub of the United Nations system in 2022 and beyond, supporting the United Nations, its Member States and the wider international community in finding lasting solutions to complex challenges.

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

B. Proposed post and non-post resource requirements for 2022

Overview

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

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the strategic heritage plan renovation project while ensuring an efficient transition to new ways of working through the #NewWork initiative.

- 1.91 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.49 to 1.51.

Table 1.49

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Post	3 337.8	3 422.3	—	—	—	—	—	—	3 422.3
Other staff costs	41.2	8.6	—	—	—	—	—	—	8.6
Hospitality	0.3	3.5	—	—	—	—	—	—	3.5
Travel of staff	4.4	19.3	—	—	—	—	—	—	19.3
Contractual services	0.6	0.6	—	—	—	—	—	—	0.6
General operating expenses	2.3	—	—	—	—	—	—	—	—
Supplies and materials	0.7	1.2	—	—	—	—	—	—	1.2
Furniture and equipment	4.6	3.6	—	—	—	—	—	—	3.6
Total	3 391.9	3 459.1	—	—	—	—	—	—	3 459.1

Table 1.50

Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)
Post changes	—	
Proposed for 2022	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)

Table 1.51

Proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				Total	2022 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	—	—	—	—	—	1
D-1	2	—	—	—	—	—	2
P-5	2	—	—	—	—	—	2
P-4	2	—	—	—	—	—	2
P-3	1	—	—	—	—	—	1
P-2/1	1	—	—	—	—	—	1
Subtotal	9	—	—	—	—	—	9

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		Changes				
Category and grade	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	2022 proposed
General Service and related						
GS (PL)	2	—	—	—	—	2
GS (OL)	6	—	—	—	—	6
Subtotal	8	—	—	—	—	8
Total	17	—	—	—	—	17

1.92 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.52 to 1.54 and figure 1.VIII.

1.93 As reflected in tables 1.52 (1), and 1.53 (1), the overall resources proposed for 2022 amount to \$3,459,100 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.52

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Executive direction and management	3 391.9	3 459.1	–	–	–	–	–
Subtotal, 1	3 391.9	3 459.1	–	–	–	–	–

(2) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Executive direction and management	465.0	465.0	–	–	465.0
Subtotal, 2	465.0	465.0	–	–	465.0
Total	3 856.9	3 924.1	–	–	3 924.1

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Table 1.53
Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	17	–	–	–	–	17
Subtotal, 1	17	–	–	–	–	17

(2) *Extrabudgetary*

Component	2021 estimate	Change	2022 estimate
Executive direction and management	3	–	3
Subtotal, 2	3	–	3
Total	20	–	20

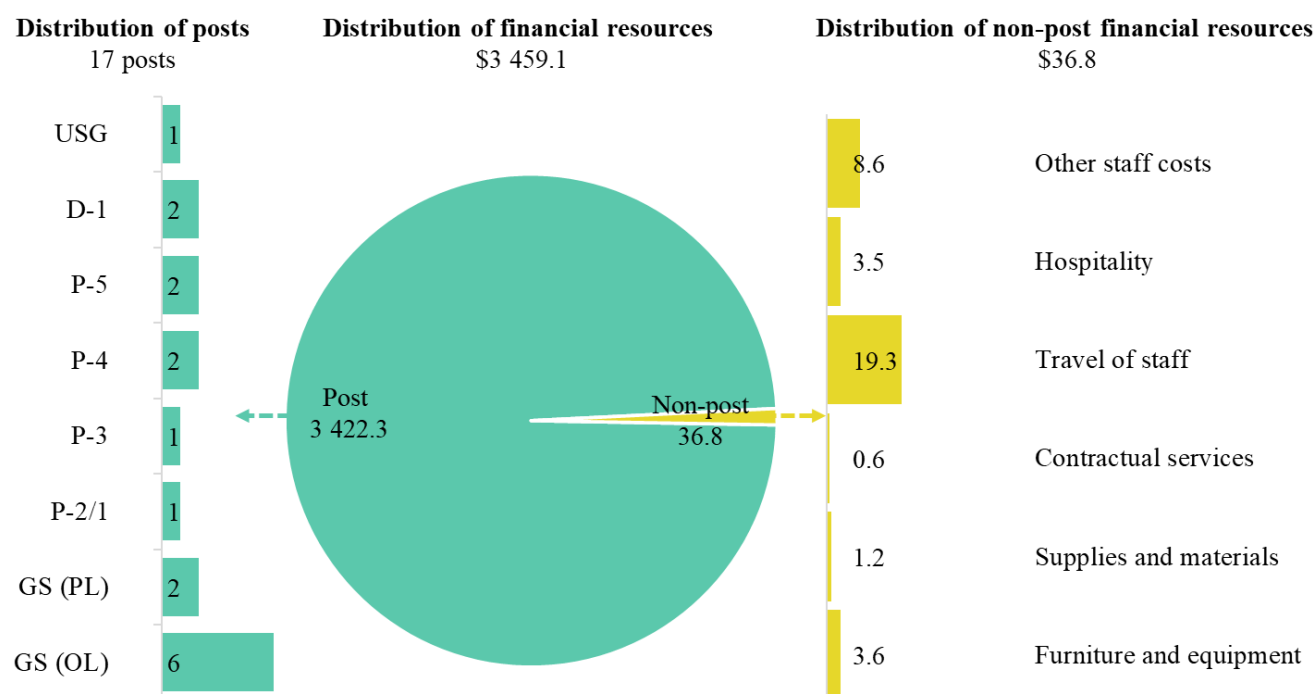
Table 1.54
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 337.8	3 422.3	—	—	—	—	—	3 422.3
Non-post	54.1	36.8	—	—	—	—	—	36.8
Total	3 391.9	3 459.1	—	—	—	—	—	3 459.1
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		8	—	—	—	—	—	8
Total		17	—	—	—	—	—	17

Figure 1.VIII
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.94 As reflected in tables 1.52 (2) and 1.53 (2), the Office of the Director-General expects to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2022, projected extrabudgetary resources are estimated at \$465,000 and would provide for three posts (General Service (Other level)), as presented in table 1.53 (2). The resources would be used to support the Office's work in the Legal Affairs Section and the Political Affairs and Partnerships Section. Extrabudgetary resources represent 11.8 per cent of the total resources for the Office.
- 1.95 The extrabudgetary resources under this section are subject to the oversight of the Office of the Director-General, which has delegated authority from the Secretary-General.
- 1.96 Information on compliance with the advance booking for air travel is reflected in table 1.55. The Office of the Director-General will continue to plan its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.55
Compliance rate
(Percentage)

	Actual 2019	Actual 2020	Planned 2021	Planned 2022
Air tickets purchased at least 2 weeks before the commencement of travel	73	100	100	100

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

Foreword

As an essential service provider for the Vienna headquarters of the United Nations, the United Nations Office at Vienna continuously strives to innovate and enhance its support.

The United Nations Office at Vienna is proud to enable the United Nations family in Vienna to fulfil its mandates and provide vital support to the United Nations Office on Drugs and Crime through coordinated recruitment, information technology and communications, procurement, finance and other administrative services.

Thanks to its dedicated staff, the United Nations Office at Vienna has maintained business continuity throughout a difficult period. The Office kept its staff and clients safe, even as it supported Member States in continuing and concluding important intergovernmental discussions. The Office was, in the United Nations, in the vanguard of enabling inclusive participation through virtual and hybrid meetings and through the use of virtual interpretation platforms. The Office enters 2022 with energy and ideas, ready to assist its clients and partners in meeting new challenges.

The host country and city of the United Nations Office at Vienna remain essential partners in these endeavours, and I am grateful for their steadfast support. Communicating the values of the United Nations in Austria and Vienna, as well as the value of hosting the United Nations as one of only four global headquarters, are priorities for me as Director-General. Therefore, the Office will continue to advocate and demonstrate the value of multilateralism through its public outreach and its work.

The United Nations Office at Vienna's excellence as a service provider relies on the excellence of its staff. I remain strongly committed to ensuring that the Office provides a respectful, accessible environment for all, with opportunities for staff development and innovation, and with zero tolerance for harassment or discrimination. The Office will continue to build on agreed plans and strategies, including its first disability inclusion action plan, which it launched at the end of 2020.

Promoting greater diversity, inclusion, geographic representation and gender equality are very important to me. I want all staff to take pride in being part of a United Nations Office at Vienna that reflects the people whom we serve and that is best placed to support the United Nations family in Vienna in getting the world on track to achieving the Sustainable Development Goals in the decade of action.

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

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.97 The Office of the Director-General of the United Nations Office at Vienna provides executive support to the Director-General in her functions as the representative of the Secretary-General in Austria, as executive head of the United Nations Office at Vienna, including the United Nations Information Service, and as a designated official for security for Austria. The Office of the Director-General also maintains liaison with the host Government and other Governments and intergovernmental organizations and NGOs in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of UNODC. The Office of the Executive Director is integrated with that of the Director-General and is supported by UNODC resources. The functions of the Office of the Director-General, as outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna ([ST/SGB/2004/5](#)), are:
- (a) To provide assistance to the Director-General in the executive direction and management of the United Nations Office at Vienna and in the coordination of the activities of its units;
 - (b) To cooperate with the host Government and to provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with NGOs in consultative status with the Economic and Social Council;
 - (c) To represent the United Nations Legal Counsel in Vienna and to provide assistance to the Director-General on all legal matters and legal services for entities of the Secretariat in Vienna;
 - (d) To arrange for representation of the United Nations at meetings and conferences held in Vienna;
 - (e) To coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;
 - (f) To maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.
- 1.98 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.56 to 1.58.

Table 1.56

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	977.3	1 378.0	—	—	—	—	—	1 378.0
Other staff costs	—	5.1	—	—	—	—	—	5.1
Hospitality	—	1.1	—	—	—	—	—	1.1
Consultants	1.1	—	—	—	—	—	—	—
Travel of staff	—	10.9	—	—	—	—	—	10.9
Contractual services	12.5	14.0	—	—	—	—	—	14.0
General operating expenses	2.1	0.7	—	—	—	—	—	0.7
Supplies and materials	0.9	2.5	—	—	—	—	—	2.5
Furniture and equipment	—	5.1	—	—	—	—	—	5.1
Total	993.9	1 417.4	—	—	—	—	—	1 417.4

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Table 1.57

Proposed posts and post changes for 2022

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2021	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)
Post changes	—	
Proposed for 2022	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)

Table 1.58

Proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
P-5	1	—	—	—	—	1
P-4	2	—	—	—	—	2
P-3	1	—	—	—	—	1
Subtotal	4	—	—	—	—	4
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	4	—	—	—	—	4
Subtotal	5	—	—	—	—	5
Total	9	—	—	—	—	9

1.99 Additional details on the distribution of the proposed resources for 2022 are reflected in table 1.59 and figure 1.IX.

1.100 As reflected in table 1.59, the overall resources proposed for 2022 amount to \$1,417,400 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.59

Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

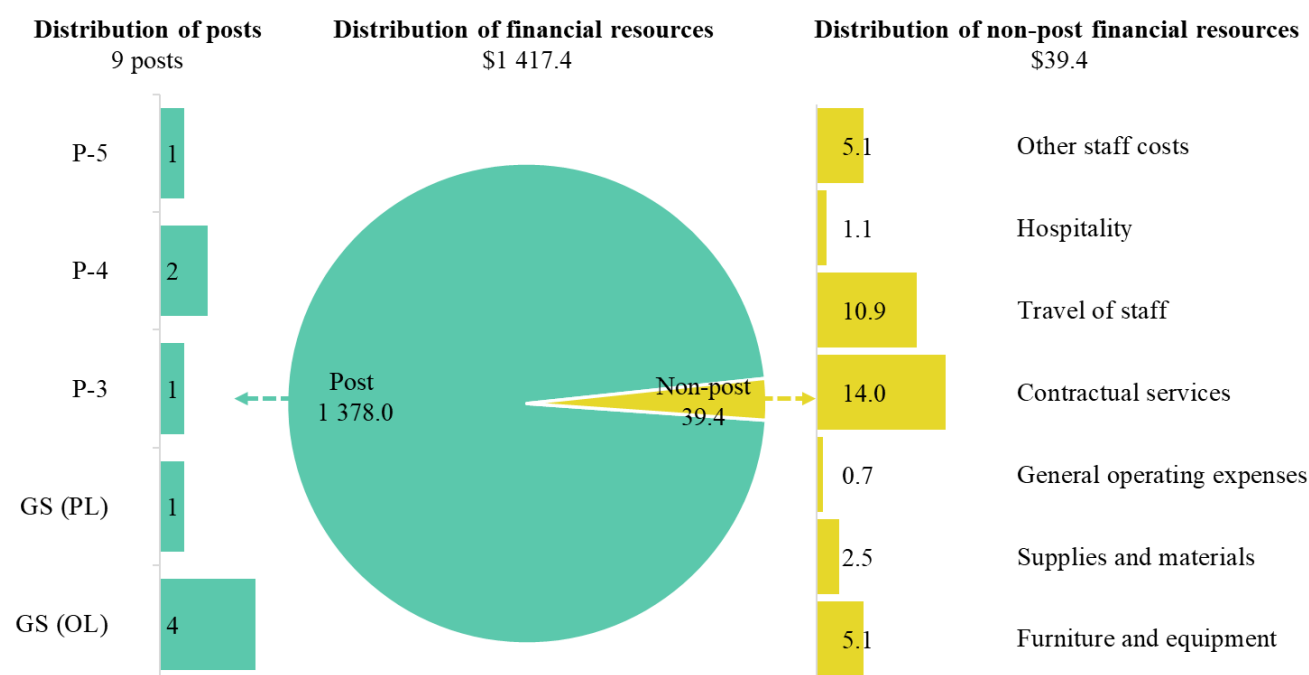
	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	977.3	1 378.0	—	—	—	—	—	1 378.0
Non-post	16.7	39.4	—	—	—	—	—	39.4
Total	993.9	1 417.4	—	—	—	—	—	1 417.4

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	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		5	—	—	—	—	—	5
Total		9	—	—	—	—	—	9

Figure 1.IX
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



1.101 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.60. In 2020, no travel was undertaken owing to COVID-19. Notwithstanding, the Office of the Director-General will continue to plan its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.60
Compliance rate
(Percentage)

	Actual 2019	Actual 2020 ^a	Planned 2021	Planned 2022
Timely submission of documentation	93.0	91.0	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	79.3	–	100	100

^a No travel was undertaken in 2020 owing to COVID-19 travel restrictions.

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

Foreword

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

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

In 2022, the Office of the Director-General will continue to represent the Secretary-General in relations with permanent missions to the United Nations (Nairobi) and regional organizations and act as the main interlocutor with the host Government on all matters relating to the functioning of the offices of the United Nations and its separately administered organs and programmes in Kenya. The Director-General also serves as the designated official for the security and safety of the United Nations system in Kenya. In 2022, the Office will support the Director-General in further raising the profile of the Office and upgrade its infrastructure and facilities, in the light of the duty station's increasing importance as a global and dynamic United Nations centre, including by effectively fulfilling its administrative support functions for other United Nations entities, entrusted to the Office.

The United Nations Office at Nairobi provides human resources administration, payroll and finance services to international staff in more than 131 resident coordinator offices around the world. In addition, the Office, as one of the regional service providers, will support the international travel, recruitment of consultant and procurement services for those offices in Africa. In 2022, the Office will continue to work closely with the Department of Operational Support and the resident coordinator system to further extend the support provided.

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

The United Nations Office at Nairobi provides quality administrative and support services to a wide range of United Nations programmes and intergovernmental processes and is undertaking critical activities in support of the United Nations Environment Programme, United Nations Human Settlements Programme and the resident coordinator offices globally. Throughout 2022, the Office will continue to strive to serve its clients, providing exceptional services in support of the delivery of their critical mandates and the advancement of the Sustainable Development Goals.

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

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.102 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi ([ST/SGB/2009/3](#)). The Director-General is responsible for all activities of the Office, serves as the representative of the Secretary-General and performs representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi. The responsibilities also include the executive direction and management of the United Nations Office at Nairobi, including the programmes of administration and conference services, other support and common services and the United Nations Information Centre in Nairobi. The functions of the Office of the Director-General are:
- (a) To provide assistance to the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;
 - (b) To cooperate with the host Government and to provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;
 - (c) To provide legal advisory services for the United Nations Office at Nairobi, UNEP and UN-Habitat;
 - (d) To maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.
- 1.103 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.61 to 1.63.

Table 1.61

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	1 033.2	864.5	—	—	—	—	—	864.5
Other staff costs	0.1	8.0	—	—	—	—	—	8.0
Hospitality	—	1.0	—	—	—	—	—	1.0
Travel of staff	16.0	16.8	—	—	—	—	—	16.8
Contractual services	20.7	21.5	—	—	—	—	—	21.5
General operating expenses	15.4	25.5	—	—	—	—	—	25.5
Supplies and materials	0.6	1.3	—	—	—	—	—	1.3
Furniture and equipment	0.3	—	—	—	—	—	—	—
Other	0.1	—	—	—	—	—	—	—
Total	1 086.5	938.6	—	—	—	—	—	938.6

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Table 1.62

Proposed posts and post changes for 2022

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2021	7	1 USG, 1 D-1, 2 P-4, 3 LL
Post changes	—	
Proposed for 2022	7	1 USG, 1 D-1, 2 P-4, 3 LL

Table 1.63

Proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>2021 approved</i>	<i>Changes</i>				<i>2022 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Professional and higher						
USG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-4	2	—	—	—	—	2
Subtotal	4	—	—	—	—	4
General service and related						
LL	3	—	—	—	—	3
Subtotal	3	—	—	—	—	3
Total	7	—	—	—	—	7

1.104 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.64 to 1.66 and figure 1.X.

1.105 As reflected in tables 1.64 (1) and 1.65 (1), the overall resources proposed for 2022 amount to \$938,600 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.64

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

<i>Component</i>	<i>2020 expenditure</i>	<i>2021 appropriation</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2022 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Executive direction and management	1 086.5	938.6	—	—	—	—	—	—	938.6
Subtotal, 1	1 086.5	938.6	—	—	—	—	—	—	938.6

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(2) *Extrabudgetary*

<i>Component</i>	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2022 estimate</i>
Executive direction and management	45.7	357.3	(200.4)	(56.1)	156.9
Subtotal, 2	45.7	357.3	(200.4)	(56.1)	156.9
Total	1 132.2	1 295.9	(200.4)	(15.5)	1 095.5

Table 1.65
Proposed posts for 2022 by source of funding and component
(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2021 approved</i>	<i>Changes</i>				<i>2022 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Executive direction and management	7	—	—	—	—	7
Subtotal, 1	7	—	—	—	—	7

(2) *Extrabudgetary*

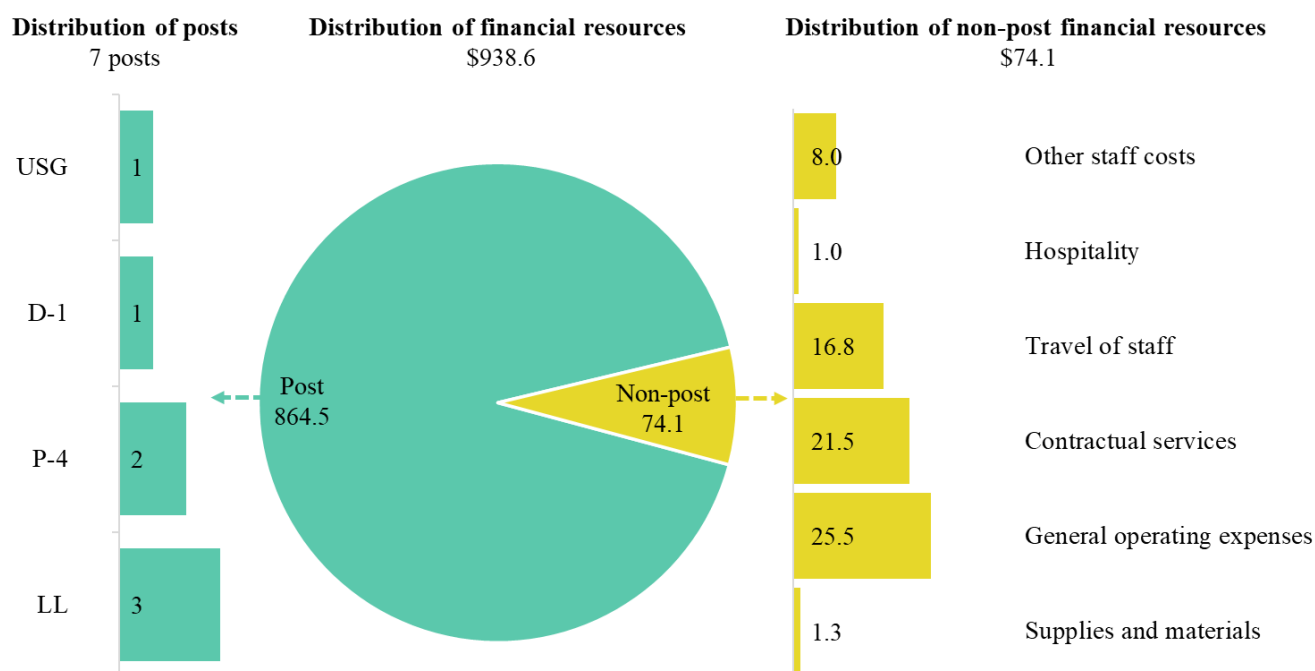
<i>Component</i>	<i>2021 estimate</i>	<i>Change</i>	<i>2022 estimate</i>
Executive direction and management	2	(1)	1
Subtotal, 2	2	(1)	1
Total	9	(1)	8

Table 1.66
Evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 033.2	864.5	—	—	—	—	—	864.5
Non-post	53.3	74.1	—	—	—	—	—	74.1
Total	1 086.5	938.6	—	—	—	—	—	938.6
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		3	—	—	—	—	—	3
Total		7	—	—	—	—	—	7

Figure 1.X
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.106 As reflected in tables 1.64 (2) and 1.65 (2), the Office of the Director-General expects to receive extrabudgetary resources, which would complement regular budget resources for the delivery of its mandates. For 2022, extrabudgetary are estimated at \$156,900 and would provide for one post (Local level). The resources would be used to support the implementation of the activities of the Office, including serving as the representative of the Secretary-General and performing representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi. Extrabudgetary resources represent 14.3 per cent of the total resources for the Office.
- 1.107 The extrabudgetary resources under this section are subject to the oversight of the Office of the Director-General, which has delegated authority from the Secretary-General.
- 1.108 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.67. While the rate of compliance appears to be low, the Office of the Director-General works closely with the Travel, Shipping and Visa Unit to reserve tickets, on the basis of the preliminary itinerary, in advance to secure tickets, before the formal actions are recorded in Umoja. There have been cases in which the preparations were finalized close to the departure date only and were subject to last-minute changes. The Office will endeavour to minimize this and increase efforts to achieve 100 per cent compliance with the advance booking of air travel policy.

Table 1.67

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	89	71.4	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	33.3	28.5	100	100

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

Foreword

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

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

We will redouble our efforts to promote the signing of joint action plans and commitments with listed parties to end and prevent violations against children. A comprehensive plan covering all six grave violations will be the new model upon which existing road maps, action plans and ongoing enhanced engagement with parties will be based in the future. Concentrated efforts have and will continue towards the delivery of comprehensive protection for children and prevent grave violations against them in the first place. We will engage with affected Member States to put in place strong legislation to criminalize the six grave violations and provide capacity for the implementation of protection and prevention plans. The “Practical guidance for mediators to protect children in situation of armed conflict”, launched by my Office in 2020, will also ensure the improved inclusion of protection language in peace processes and negotiations. In addition, evaluation and research to improve the monitoring and verification of violations in the field will continue to be a priority. Special efforts will be made to reinforce and consolidate effective standard operating procedures for the handover and release of affected children. Efforts led by the initiative of my Office and the United Nations Children’s Fund to collect lessons learned and best practices on the reintegration of released children will also continue to generate new ideas for addressing sustainable support for child reintegration programmes.

Raising awareness of and advocating the protection of children affected by armed conflict is central to my mandate. The twenty-fifth anniversary of the mandate, at the end of 2021, will provide momentum to bolster our advocacy efforts and to draw public attention to the plight of conflict-affected children throughout 2021 and 2022. The roll-out of the public awareness campaign “Act to Protect Children Affected by Armed Conflict” will continue until 2022, relying increasingly on local actors, online dissemination and alternative solutions such as radio programmes, in all 21 situations on the children and armed conflict agenda, and interaction with regional bodies will be reinforced to promote prevention policies in key regions where children used and abused by armed groups are moving across borders, such as in the Sahel and the Lake Chad basin.

Through all these measures and continued high-level engagement and advocacy to countries and regions affected by armed conflict, the objective of our work by the end of 2022 is to double the number of children released and reintegrated, including through repatriation, while decreasing and preventing violations against children.

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

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 1.109 The Special Representative of the Secretary-General for Children and Armed Conflict is responsible for the protection of children affected by armed conflict and for advocating to prevent the six grave violations against children identified by the Security Council from occurring in the first place. These six grave violations are the denial of humanitarian access for children (resolution [1261 \(1999\)](#)); the recruitment and use of children (resolution [1379 \(2001\)](#)); the killing and maiming of children (resolution [1882 \(2009\)](#)); rape and other forms of sexual violence against children (*ibid.*); attacks on schools and hospitals (resolution [1998 \(2011\)](#)); and the abduction of children (resolution [2225 \(2015\)](#)). The Office works primarily in those situations of conflict or of concern identified in the annual report of the Secretary-General on children and armed conflict. The Office of the Special Representative covers 21 situations in 4 geographic regions, as a result of the addition of 2 new situations of concern and 1 regional monitoring and reporting obligation in the report of the Secretary-General on children and armed conflict in 2020 ([A/74/845-S/2020/525](#)).
- 1.110 The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [51/77](#) and [58/245](#). The key elements of the mandate of the Special Representative are to: (a) provide political leadership and high-level advocacy for the improved protection of children affected by armed conflict; (b) lead the collection of information and reporting on the plight of these children; (c) advocate, build awareness of and give prominence to ending and preventing grave violations; (d) work with United Nations partners, Member States, civil society, and pertinent intergovernmental bodies to propose ideas, undertake research and facilitate discussions on the best approaches to enhance the protection response for children in situations of armed conflict, including through improved accountability processes; (e) undertake diplomatic engagement with parties to conflict and affected Member States in order to secure commitments to end and prevent violations against children; and (f) facilitate the work of operational child protection actors on the ground through the development and promotion of best practices, such as ensuring that child protection issues are included in peace processes, appropriate release procedures are in place, reintegration programmes are strengthened to avoid re-recruitment opportunities, child protection expertise and capacity are reinforced, and regional and national prevention plans and policies against the six grave violations are promoted.
- 1.111 By its resolution [74/133](#), the General Assembly extended the mandate of the Special Representative for an additional period of one year, until 2021.

Programme of work

Objective

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

Strategy

- 1.113 To contribute to the objective, the Office will strengthen mechanisms for the protection of children used in armed conflict, prevent these violations from occurring in the first place and improve measures to better protect conflict-affected children, including through ensuring that children are placed at the centre of peace negotiations, enhancing child protection capacities, increasing public awareness to prevent violations and securing optimum conditions for the release and reintegration of affected children, thereby avoiding re-recruitment.
- 1.114 The Office will continue to ensure efficient monitoring of and reporting on violations against children in situations of armed conflict through the reinforcement of existing child protection capacities on the ground, facilitating information exchange to identify and mitigate trends in the use and abuse of children in, for and by armed conflict. The Office will enhance direct diplomatic engagement with parties to conflict to promote ending and preventing the use and abuse of children, and promote the prevention of violations against children by, among others, securing effective release procedures, including the repatriation of foreign children, strengthening age screening at recruitment centres and combating the threat of re-recruitment and use of children in armed conflict through analysis, public outreach, advocacy and targeted reintegration support.
- 1.115 The Office will continue to develop community, national, subregional and regional prevention plans, guided by Security Council resolution [2427 \(2018\)](#), while promoting the adoption of international norms and standards for the protection of children by Member States. Through the adoption of international norms and the inclusion of children and armed conflict protection and prevention language, Governments will undertake to put in place national measures and legislation compatible with their treaty obligations and duties, including the prevention of violations, and they should be held accountable for their implementation. In addition, through continued advocacy, including direct dialogue and/or country visits by the Special Representative, there will be constant engagement with parties to conflict to engage in prevention action and plans, and the development of groups of friends of the Office in affected countries and regions.
- 1.116 The Office will continue to analyse the best practices emerging from ongoing activities to stop grave violations committed against children, and promote the continued roll-out of specific public awareness campaigns, including the “Act to Protect Children Affected by Armed Conflict” campaign, in all countries and regions where there is active armed conflict, and in all official languages of the United Nations. The Office will also develop curricula with partners, conduct training for defence and security personnel and assist in capacity-building for governing structures, academics and civil society. Furthermore, the Office will undertake research into the six grave violations, providing guidelines to assist in their monitoring, promoting the comprehensive discussion of reintegration needs through the Global Coalition for Reintegration of Child Soldiers and promoting the inclusion of child protection issues in peace processes and the use of the related “Practical guidance for mediators to protect children in situation of armed conflict” to that end. Lastly, the Office will organize and participate in seminars, workshops, conferences and other relevant meetings to raise awareness of protection and prevention best practices and proposed best international standards on the protection and release of children who are victims of the six grave violations, and to prevent the use and abuse of children by, in and for armed conflict.
- 1.117 The Office plans to support Member States on issues related to the COVID-19 pandemic. Its planned deliverables and activities, which reflect the known and anticipated challenges related to the pandemic, include the monitoring of the impact of the pandemic on children in situations of armed conflict, exchanging information and promoting dialogue at the national and regional levels regarding the consequences that the pandemic is having on children in armed conflict, and raising public awareness on this impact and suggesting mitigation measures to better protect children and to prevent their use and abuse by, in and for armed conflict. The Office will also reinforce the capacity-building of country task forces on the ground to enable them to better monitor, engage and raise awareness. The Office will also advocate targeted measures to be put in place in order to end

and prevent violations against children that might have emerged as a result of the impact of COVID-19 on the ground.

- 1.118 The planned deliverables and activities are expected to help Member States to make progress towards the achievement of the Sustainable Development Goals, including Goal 3, related to good health and well-being; Goal 4, related to quality education; Goal 5, related to gender equality, in particular target 5.3 to eliminate all harmful practices, such as child, early and forced marriage; Goal 8, related to decent work, in particular target 8.7 on the eradication of child labour, including the recruitment and use of child soldiers; and Goal 16, related to peace, justice and strong institutions, in particular target 16.2 on ending abuse, exploitation, trafficking and all form of violence against and torture of children.
- 1.119 The above-mentioned work is expected to result in:
- (a) Enhanced monitoring of and response to grave violations, as well as increased engagement with parties to conflict, thereby decreasing the number of violations committed against children in armed conflict and increasing the number of children released by armed forces and groups and reintegrated, including through repatriation and removal from situations of conflict, in line with the commitments agreed to in action plans, handover and release protocols, and mutually agreed practices;
 - (b) Stronger national and regional protection systems and accountability mechanisms through justice, remediation and reparation processes, involving Member States and civil society to address gaps in knowledge, common standards and procedures for dealing with children under threat;
 - (c) Alternative strategies, through tailored, systematic and sustainable reintegration, for children and communities to break the cycle of violence in relation to child recruitment;
 - (d) The strengthening of efforts to protect children, including those threatened by intercommunal violence and the emergence of new parties to conflict;
 - (e) An international political consensus that long-term and sustainable reintegration support should be provided to all released children, including those repatriated or removed from conflict zones, and that child protection issues should be included in all peace processes. The work will also serve to remind parties to conflict and all Member States that children must be protected and violations against them ended or prevented, and that advocacy in that regard should be promoted.
- 1.120 The planned support on issues related to COVID-19 will result in:
- (a) A better understanding of the long-term consequences of the pandemic on the situation of children in armed conflict and on the monitoring of grave violations by country task forces to allow for the adoption of targeted measures to better protect conflicted-affected children;
 - (b) Increased mitigation capacity of Governments to prevent violations;
 - (c) Enhanced capacity of Member States and United Nations country task forces for monitoring and reporting and their equivalents in countries where there is no monitoring and reporting mechanism in place to support children and vulnerable communities on the ground.
- 1.121 The mainstreaming of a gender perspective and the perspective of children with disabilities into the Office's activities and deliverables will allow for a better understanding of and an effective response to the specific needs of certain groups at risk, resulting in increased attention and improved protection provided to all children in need, including the most vulnerable.

External factors for 2022

- 1.122 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) The political environment would continue to be supportive for the improved measures put in place to end and prevent violations committed against children in situations of armed conflict in all situations of the children and armed conflict agenda;
 - (b) The dynamics of contemporary armed conflict in which children are normally victimized allow for access to monitor and assist in the implementation of these measures;
 - (c) Negotiators and mediators in peace processes and national dialogue ensure the inclusion of provisions to protect children in situations of armed conflict and putting children at the heart of the peace processes;
 - (d) The negative impact of COVID-19 on children in situations of armed conflict during 2020 and 2021 will have been mitigated through reinforced monitoring, public outreach and child protection capacities on the ground.
- 1.123 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 1.124 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Gender-related perspectives are incorporated into the Office's advocacy efforts at the highest levels. For example, high-level profile events organized by the Office provide a platform not only for discussing the plight of boys and girls in conflict situations and their specific needs so that they can be successfully reintegrated into their societies, but also for both former boy and girl child soldiers to voice gender-related perspectives. In addition, country-specific situation reports include data, disaggregated by gender, on the six grave violations, and gender-related issues are incorporated into research on reintegration needs and in the training activities of the Office. Furthermore, in accordance with Security Council resolution [2467 \(2019\)](#), the Office and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict are collaborating more systematically on improving information-sharing. As requested by the Council, the Special Representative on Children and Armed Conflict and the Special Representative on Sexual Violence in Conflict will report to the Council in 2021 on women and girls who become pregnant as a result of sexual violence in armed conflict, including those who bear children born of such sexual violence.
- 1.125 With regard to disability inclusion, girls and boys with disabilities remain among the most marginalized and excluded segment of the population. Their vulnerability is amplified during situations of armed conflict: the barriers to full participation that they face on a daily basis are intensified and compounded when infrastructure is destroyed, and services and systems are compromised and made inaccessible. This results in preventing them from gaining access to schooling, health and psychosocial support, as a means of escape from conflict. When systems and services break down, children are also left more susceptible to violence. This exposure to violence, including sexual violence, is even more prominent for children with disabilities. In addition, injuries sustained by many children during armed conflict, either as a result of being recruited and used in conflict or as a result of being maimed as targets or casualties of attacks, may also lead to long-term impairments, which poses additional challenges to their recovery and reintegration into society after release and/or an end to conflict. In 2022, to address their specific needs, the Office will further investigate the impact of armed conflict on children with disabilities and conduct research to identify the barriers and needs for their effective reintegration into post-conflict life through the Global Coalition for Reintegration of Child Soldiers. The Office will also strengthen its high-level advocacy efforts to raise awareness of the plight of children with disabilities in conflict.

Evaluation activities

- 1.126 The evaluation on the gender parity strategy and self-evaluations completed in 2020 have guided the proposed programme plan for 2022.

- 1.127 The findings of the evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the mainstreaming of a gender perspective into the Office's work has been strengthened to build a gender-sensitive culture both in its functioning and in its activities.
- 1.128 The triennial review of the evaluation of the Office is planned for 2022.

Programme performance in 2020

- 1.129 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Children freed from armed conflict

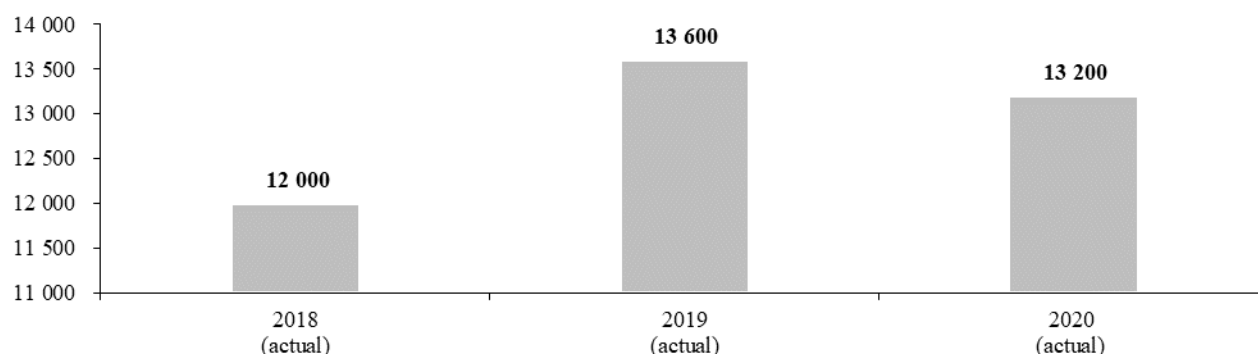
- 1.130 The recruitment and use of children in conflict is one of the six grave violations committed against children that the Office monitors and verifies, while engaging with parties to conflict to end and prevent this practice and obtain the speedy release of children through a handover process leading to reintegration opportunities. Given the prominence of this practice and its devastating impact on the well-being and development of children, most action plans and road maps signed by the United Nations and parties to conflict address the need to end and/or prevent the recruitment and use of children in situations of armed conflict. A substantial part of the Office's advocacy is aimed at the immediate release and freeing of children from conflict. The impact of COVID-19 on the pursuit of this vital function for monitoring, engaging and releasing has been significant, reducing access for monitors on the ground to verify violations and complicating measures to release, identify and provide children with assistance in their reintegration.
- 1.131 In response, the Office has reinforced all action that serves the purpose of the provision of early release from conflict for children and adequate reintegration programming so that children will not undergo re-recruitment for lack of options. To mitigate the negative impact of COVID-19 on the ground in all children and armed conflict situations, the Office immediately took proactive measures to strengthen child protection presence, advocate stronger standard procedures for the handover and release of children, identify obstacles to monitoring and verification, and provide alternatives for enhancing engagement with conflict affected parties, including with the help of local communities and civil society. Virtual meetings with parties in conflict-affected States were also used as vehicles to promote the development of plans and action to prevent the six grave violations against children. An observatory on COVID-19 impacts on the children and armed conflict agenda commenced in March 2020 and has led to improved reporting to the Working Group on Children and Armed Conflict of the Security Council and to improved analysis of emerging trends in relation to specific violations that are more prone to be committed owing precisely to the negative impact of the pandemic. With regard to the latter, projections and prevention strategies to mitigate this impact have been identified and are being discussed with partners for the implementation of prevention measures.

Progress towards the attainment of the objective, and performance measure

- 1.132 The above-mentioned work contributed to the objective, as demonstrated, by 13,200 children freed from armed conflict, notwithstanding the impact of COVID-19 on the Office's field operations, which represents a sustained effort in advocating the release of children (see figure 1.XI).

Figure 1.XI

Performance measure: number of children freed from armed conflict (annual)



Impact of COVID-19 on programme delivery

- 1.133 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The impact included postponed travel to situations of concern and changed modalities of engagement, through remote channels of communication, to stay on track with deliverables. Notwithstanding the rapid modification of activities, the timing of deliverables in 2020 was affected and slowed down reporting cycles. While the Office was able to mobilize its own resources and partner with United Nations staff of country task forces in the field to comply with its reporting objectives, several planned activities had to be cancelled or postponed until further notice. For example, the Office was unable to hold a planned two-day workshop on the prevention of grave violations against children in the Great Lakes region, which was intended to bring together 11 Member States in the region, as well as the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the African Union, the International Conference on the Great Lakes Region and the Southern African Development Community. The logistics and conditions of the infrastructure on the ground would not allow this workshop to be held online. These changes had an impact on the programme performance in 2020, as specified in results 1 and 2 below.
- 1.134 At the same time, however, the Office identified modified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. Those modified activities included adding COVID-19 impact measures in global horizontal notes presented quarterly to the Working Group on Children and Armed Conflict, the immediate provision of remote briefings with country task forces to support and enhance their monitoring of grave violations against children and engagement with parties to conflict, notwithstanding the constraints of the pandemic, and redoubling direct remote engagement with listed parties to keep all action plans on track and to advocate the development and signing of new actions plans to end and/or prevent violations. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 1.135 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: new approach to protect children across borders²**Programme performance in 2020**

- 1.136 The Office has continued the work to prevent children from being affected by situations of armed conflict, in line with its mandate, and in a more challenging environment affected by COVID-19. The Office engaged and assisted countries and regional organizations in the development and implementation of prevention plans and measures. Notably, the Office assisted in the development of a national prevention plan in the Central African Republic and continued discussions for the inclusion of prevention plans in Colombia, Myanmar, South Sudan and the Sudan. Furthermore, the Office conducted a regional consultation in the West and Central Africa region, which brought together the co-Chairs and senior child protection officials from all country task forces for monitoring and reporting and United Nations country teams in the region, regional offices of United Nations agencies, and high-level United Nations officials to coordinate information exchange and mutual action to mitigate and better protect children. The participants identified the cross-border use and abuse of children by listed armed groups such as Boko Haram and emerging groups such as Boko Haram-affiliated or splinter groups. The Special Representative has also continued her engagement with the International Conference on the Great Lakes Region, the League of Arab States and the Andean Community and commenced engagement with the African Union, the Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (ECCAS) through a series of videoconferences, as well as direct engagement by Office staff, where possible. Furthermore, the Special Representative has now received the request of the Secretary-General to include two new situations of concern (Cameroon and Burkina Faso) in the West African and Sahel region, where most of the cross-border child violations are occurring, and to also report, as from 2021, on the regional trends of cross-border child violations in the Lake Chad basin.
- 1.137 The above-mentioned work contributed to the continued engagement for the development of mutually agreed prevention plans in the relevant subregions of the International Conference on the Great Lakes Region, ECCAS, ECOWAS, the Andean Community and the League of Arab States, which did not meet the planned target of the adoption and implementation of mutually agreed prevention plans in the relevant subregions of the International Conference on the Great Lakes Region, the Intergovernmental Authority on Development, ECCAS, ECOWAS, the Association of Southeast Asian Nations, the Andean Community and the League of Arab States, given that the COVID-19 pandemic has had a significant impact on the work done in this area and delayed progress.

Proposed programme plan for 2022

- 1.138 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will redouble dialogue with pertinent organizations and engage in direct or virtual activities to obtain agreement on preventive actions. An important element of this approach to the proposed programme plan for 2022 is the analysis of changes in the nature of the parties that engage in violations against children, such as those resulting from intercommunal clashes and conflict, and new push and pull factors caused by the COVID-19 pandemic, which might lead to future increases in the six grave violations against children. The early identification of these trends will assist in the development of effective prevention plans, most notably at the regional level. The expected progress is presented in the performance measure below (see table 1.68).

² As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 1)).

Table 1.68
Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
No subregional prevention plans for the release, handover and reintegration of children	Engagement at the subregional level by the Special Representative for the formulation of subregional prevention plans	Continued engagement with relevant actors for the development of mutually agreed prevention plans in the relevant subregions of the International Conference on the Great Lakes Region, the Economic Community of Central African States, the Economic Community of West African States, the Andean Community and the League of Arab States	Oversight and follow-up of mutually agreed implementation plans, survey evaluating progress and corrective strategies applied, as needed, and research into lessons learned of plans and execution for development of technical guidance on best practices for national and regional prevention plans	Four regional or subregional organizations committed themselves to developing mutually agreed prevention plans and/or measures Endorsement of two handover protocols by Governments to ensure that children used in conflict across borders are returned to their country of origin

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: children recruited and used by parties to the conflict³

Programme performance in 2020

- 1.139 The Office has engaged parties to conflict through the development and signature of action plans and commitments with listed groups and forces in order to stop the recruitment of children and secure their release. The Office also undertook a one-year programme as part of a global reintegration initiative to support reintegration reinforcement and deter the re-recruitment of children and provide effective sustainable reintegration assistance. The initiative, co-chaired with UNICEF, has developed research to identify the gaps in reintegration assistance, address the need to finance longer-term reintegration processes and provide a more comprehensive offer in the reintegration packages.
- 1.140 The above-mentioned work contributed to 5,700 children recruited and used by parties to conflict, a decrease of 800 cases compared with 2019, which did not meet planned target of 5,500 children recruited and used by parties to conflict, reflected in the proposed programme budget for 2021. While the decreasing trend in the recruitment of children continued and mitigation measures implemented by the Office and country task forces in the field managed to limit the shortfall to 200 against the planned target, the COVID-19 impact during 2020 increased the push and pull factors for the recruitment of children.

Proposed programme plan for 2022

- 1.141 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will continue to enhance engagement with listed parties to conflict to uphold their commitment to stopping the recruitment of children; provide technical

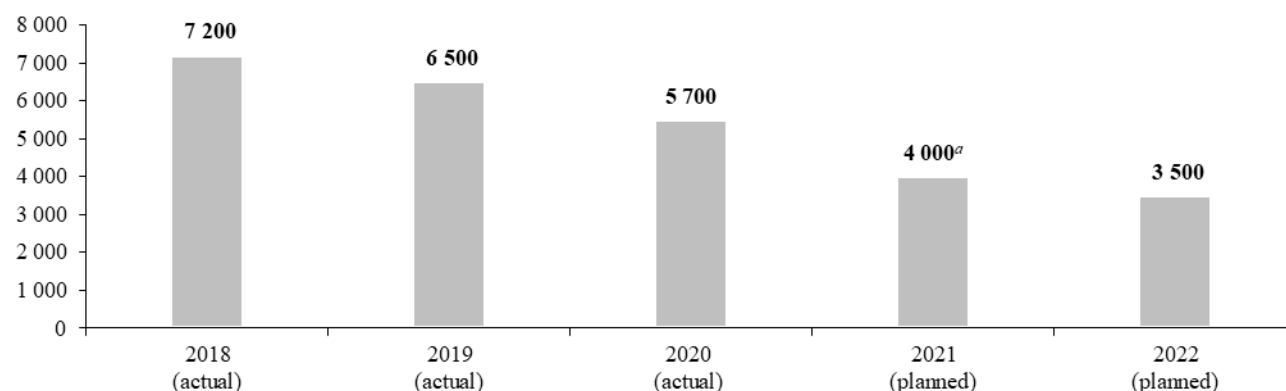
³ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 1)).

assistance to listed governmental actors who have signed action plans to improve their age screening procedures; provide capacity-building for governmental defence and security forces to prevent the recruitment of children, including through the creation of dedicated child protection units; and advance further on its research and development of enhanced reintegration modules to stop re-recruitment.

- 1.142 In response to recent developments, including the impact of COVID-19, the Office's work will evolve to include the reinforcement of monitoring, public awareness and outreach capacity in the field and virtual platforms for the training of child protection units and experts. In addition, to mitigate the COVID-19 impact, the Office will work on the analysis and identification of gaps that might lead to an increase in the push and pull factors for the recruitment of children, of best practices regarding the handover and release of children and of common standards for the repatriation of foreign children trapped in situations of armed conflict. In addition, special attention will be devoted to peace and electoral processes, which are turning points in conflict situations and can have an impact on the recruitment and/or release of children. The expected progress is presented in the updated performance measure below (see figure 1.XII).

Figure 1.XII

Performance measure: number of children recruited and used by parties to conflict (annual)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: increase in the signature of new action plans and other commitments between the United Nations and parties to conflict to end and prevent violations against children, including new comprehensive action plans covering all six grave violations

Proposed programme plan for 2022

- 1.143 Between 2019 and 2020, the country task forces on monitoring and reporting in the field, with the support, facilitation and advocacy of the Office, secured close to 40 action plans, road maps or other commitments with armed forces and groups. With each action plan signed or commitment made, fewer children are recruited, used and abused in conflict, more children are released from conflict and reintegrated into their society, the criminalization of the six grave violations in national legislation is prioritized, and accountability and capacity are strengthened, therefore breaking the cycle of violence. The Office will redouble its efforts to engage with parties to conflict and advocate the signature of action plans and other commitments between the United Nations and listed parties.

Lessons learned and planned change

- 1.144 The lesson for the Office was that a sustained approach, with full ownership of signatories on the need to prevent violations in the first place, will not take root as long as parties to conflict consider joint action plans only as remedial action to obtain delisting from the annexes to the annual report of the Secretary-General on children and armed conflict. As a result, the Office began to discuss the

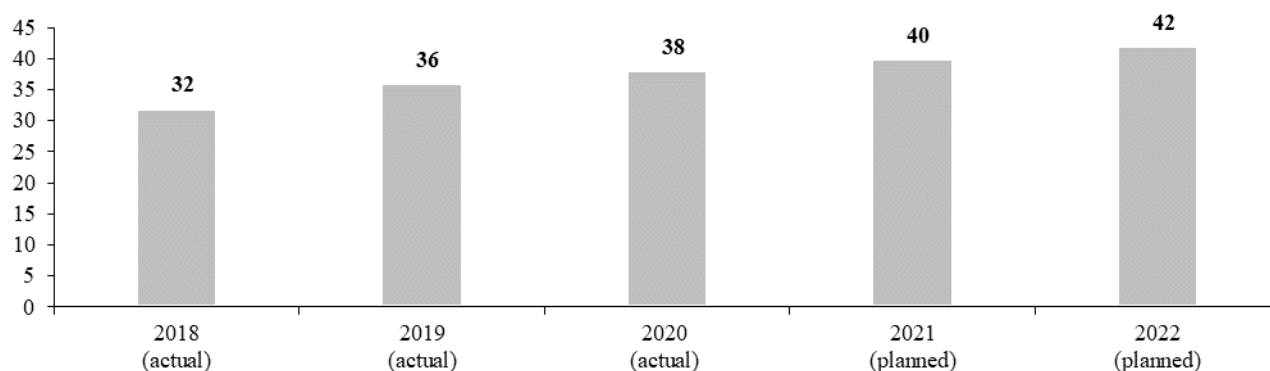
signature of commitments to better protect children against all six grave violations – and not just the ones for which they have been originally listed – together with prevention measures. The model of this new approach to a comprehensive action plan was piloted in South Sudan in February 2020 and includes action on all six grave violations, designed to be transformed into a national prevention plan at its termination. In applying the lesson, the Office will prioritize the signature of this new comprehensive action plan and other commitments and will promote the transformation of existing joint action plans into nationally owned prevention commitments, such as national prevention plans. The Office will further support the development of national legislation criminalizing the six grave violations. Through enhanced engagement, technical support and strategic partnerships, the Office will engage Member States, United Nations departments and agencies, relevant intergovernmental organizations, civil society organizations and academics to build child protection expertise and ensure its availability to engage on all situations of armed conflict.

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

- 1.145 This work is expected to contribute to the objective, as demonstrated by an increase in joint number of action plans and other commitments, including comprehensive action plans covering all six grave violations (see figure 1.XIII).

Figure 1.XIII

Performance measure: total number of joint action plans and other commitments, including comprehensive action plans, covering all six grave violations (cumulative)



Legislative mandates

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

General Assembly resolutions

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

Security Council resolutions

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

Deliverables

1.147 Table 1.69 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.69

Office of the Special Representative of the Secretary-General for Children and Armed Conflict: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	14	14	14	14
1. Annual report to the General Assembly	1	1	1	1
2. Annual report to the Security Council	1	1	1	1
3. Annual report to the Human Rights Council	1	1	1	1
4. Global horizontal note to the Security Council	4	4	4	4
5. Reports on children and armed conflict in specific countries, as well as other reports on situations of concern, to the Security Council	7	7	7	7
Substantive services for meetings (number of three-hour meetings)	6	5	4	5
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
7. Meetings of the Fifth Committee	1	1	1	1
8. Meetings of the General Assembly	1	1	1	1
9. Meetings of the Security Council	1	1	1	1
10. Meetings of the Human Rights Council	2	1	–	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	15	9	10	10
11. Training for child protection advisers and country task forces on monitoring and reporting mechanisms	15	9	10	10
Publications (number of publications)	–	4	–	2
12. Gaps and needs for the successful reintegration of children associated with armed groups or armed forces	–	1	–	–
13. Reframing child reintegration: from the humanitarian action to development, peacebuilding, prevention and beyond	–	1	–	–
14. Financing support for child reintegration: issues and options study	–	1	–	–
15. Improving support to child reintegration: summary of findings from three reports	–	1	–	–
16. Studies, reports and other publications related to children and armed conflict	–	–	–	2
Technical materials (number of materials)	–	1	–	1
17. Practical guidance for mediators to protect children in situation of armed conflict	–	1	–	–
18. Technical guidelines on the six grave violations against children	–	–	–	1

C. Substantive deliverables

Fact-finding, monitoring and investigation missions: high-level missions to an average of 6 country situations on the children and armed conflict agenda annually, and meetings on issues relating to children and armed conflict.

Consultation, advice and advocacy: briefings and consultations with Security Council Member States (15 Member States); briefings and consultations with some 20 Member States on the children and armed conflict agenda; briefings and consultations with some 7 regional and subregional organizations playing a role in the prevention of grave violations against children; briefing materials and guidance tools; and expert advice on policy matters to national government and regional officials dealing with child protection issues.

Section 1 Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
D. Communication deliverables				
Outreach programmes, special events and information materials: keynote speaker or presenter at an annual average of 80 non-governmental organization and civil society events, high-level retreats, symposiums, round tables and forums on issues relating to children and armed conflict; training activities (e.g., student visits/forums and presentations to student groups); and multimedia communications materials, including informational brochures, targeting national government and regional officials, as well as the general public, at the global, regional and national levels.				
External and media relations: press releases and press conferences; interviews; and recorded statements.				
Digital platforms and multimedia content: website updates and social media accounts.				

B. Proposed post and non-post resource requirements for 2022

Overview

1.148 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.70 to 1.72.

Table 1.70

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Post	1 871.2	1 884.3	—	—	—	—	—	—	1 884.3
Other staff costs	200	235.8	—	—	—	—	—	—	235.8
Hospitality	—	0.8	—	—	—	—	—	—	0.8
Travel of staff	21.2	103.4	—	—	—	—	—	—	103.4
Contractual services	6.3	20.2	—	—	—	—	—	—	20.2
General operating expenses	16.0	14.5	—	—	—	—	—	—	14.5
Supplies and materials	0.5	1.7	—	—	—	—	—	—	1.7
Furniture and equipment	—	6.3	—	—	—	—	—	—	6.3
Total	2 115.3	2 267.0	—	—	—	—	—	—	2 267.0

Table 1.71

Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	11	1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)
Post changes	—	
Proposed for 2022	11	1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)

Table 1.72

Proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				Total	2022 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	—	—	—	—	—	1
P-5	2	—	—	—	—	—	2
P-4	2	—	—	—	—	—	2
P-3	3	—	—	—	—	—	3
Subtotal	8	—	—	—	—	—	8

Section 1 Overall policymaking, direction and coordination

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	2	—	—	—	—	2
Subtotal	3	—	—	—	—	3
Total	11	—	—	—	—	11

1.149 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.73 to 1.75 and figure 1.XIV

1.150 As reflected in tables 1.73 (1) and 1.74 (1), the overall resources proposed for 2022 amount to \$2,267,000 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.73

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage
Programme of work	2 115.3	2 267.0	–	–	–	–	–
Subtotal, 1	2 115.3	2 267.0	–	–	–	–	–

(2) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Programme of work	927.2	927.2	–	–	927.2
Subtotal, 2	927.2	927.2	–	–	927.2
Total	3 042.5	3 194.2	–	–	3 194.2

Table 1.74
Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	11	–	–	–	–	11
Subtotal, 1	11	–	–	–	–	11

(2) Extrabudgetary

Component	2021 estimate	Change	2022 estimate
Programme of work	3	(2)	1
Subtotal, 2	3	(2)	1
Total	14	(2)	12

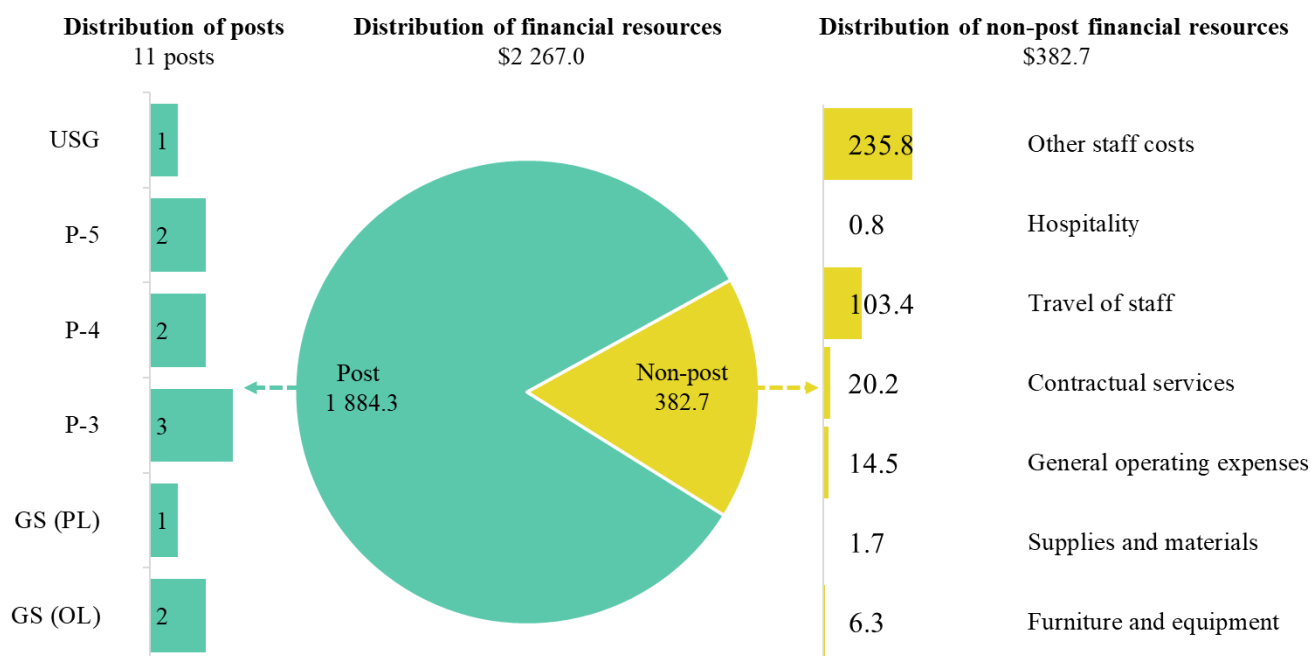
Table 1.75
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 871.2	1 884.3	—	—	—	—	—	1 884.3
Non-post	244.1	382.7	—	—	—	—	—	382.7
Total	2 115.3	2 267.0	—	—	—	—	—	2 267.0
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		3	—	—	—	—	—	3
Total		11	—	—	—	—	—	11

Figure 1.XIV
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.151 As reflected in tables 1.73 (2) and 1.74 (2), the Office expects to continue to receive extrabudgetary contributions, which would complement regular budget resources and support the delivery of its mandates. For 2022, extrabudgetary contributions are estimated at \$927,200 and would provide for one post (P-5), as presented in table 1.74 (2). The resources would be used to carry out various activities, including knowledge-sharing and research; systematic outreach to Member States and civil society groups to raise global awareness; capacity-building and technical consultations; participation in fact-finding missions and/or commissions of inquiry in emerging situations of concern; and the further strengthening of engagement with regional and subregional political and military organizations for increased awareness and mainstreaming of child protection policies. Extrabudgetary resources represent 29.0 per cent of the total resources for the Office.
- 1.152 Anticipated in-kind contributions would provide for use of office space, with an estimated value of \$22,500.
- 1.153 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.154 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.76. While the Office makes every effort to follow advance booking for air travel, it is not always possible to comply owing to unforeseen circumstances, such as receiving invitations to high-level events hosted by Member States or regional organizations less than three weeks before the event. In addition, owing to the nature of the mandate, political opportunities and openings arise unexpectedly that require staff to travel at short notice in order to seize such opportunities and advance the implementation of the mandate. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.76

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	37.5	42.1	100	100

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

Foreword

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

2020 saw unprecedented challenges in the implementation of the conflict-related sexual violence agenda owing to the COVID-19 pandemic, which had a dramatic impact on all aspects of the work carried out by the United Nations. It has exacerbated difficulties related to access, monitoring and timely information for response for a crime that is already chronically underreported. The pandemic has detrimentally affected access to services for survivors of sexual violence owing to COVID-19-related restrictions and led to the reprioritization of resources by donors and national authorities for the response. It has had a negative impact on rule of law and accountability for sexual violence, including victims’ access to justice, investigative work, pretrial hearings and the conduct of trials.

In the past decade, we have witnessed a paradigm shift in terms of how conflict-related sexual violence is understood and addressed. The problem is now recognized as a legitimate threat to the maintenance of international peace and security that requires a security and justice sector response. The Security Council, through a series of resolutions, has established infrastructure to address sexual violence and a compliance regime to prevent it. The Council, in its landmark resolution [2467 \(2019\)](#), adopted in April 2019, articulated for the first time a “survivor-centred approach” in all aspects of our operational and programmatic response. More consistent and reliable monitoring and analysis of patterns and trends of sexual violence have cast light on important new dimensions of the agenda such as the use of sexual violence as a tactic of terrorism, utilized by extremist groups in pursuit of their core ideological and strategic objectives. There is now a clearer understanding of the intersection of conflict-related sexual violence and the related issue of trafficking of people in situations of armed conflict. There is improved appreciation of the transgenerational stigma and manifestation of sexual violence, including the way in which it affects children born of wartime rape who urgently require tailor-made programmatic interventions.

Notwithstanding the progress witnessed in the 10 years since the Security Council established this mandate, there are unprecedented challenges on the horizon, including enforcing the compliance of non-State actors, many of whom have been repeatedly listed by the Secretary-General over the past decade. Our continued focus on justice and accountability is crucial as a central aspect of deterrence and, ultimately, prevention. The Office will continue to encourage national ownership, leadership and responsibility as a central strategic priority and provide technical support to Member States in enhancing their justice and security sector responses. At the same time, the Office is obliged to fulfil the duty to care for the survivors, who require life-saving medical and psychosocial services and reparations and livelihood support. Continued advocacy for increased support for survivors is an essential part of the Office’s strategy, as is addressing the root causes of this violence, which includes structural gender inequality and discrimination. The execution of this mandate is integral to the achievement of critical Sustainable Development Goals, in particular Goals 5 and 16, related to gender equality and peace, justice and strong institutions, respectively. In the short term, it will also be necessary to mitigate the unique challenges to prevention and response brought about by COVID-19, and this will remain a focus and priority of my Office through the rest of 2021.

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

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy

- 1.159 To contribute to the objective, the Office will continue to focus on justice and accountability for such crimes as a key element of deterrence and prevention, including through the engagement with justice and security actors in countries of concern. The Office will continue to engage with Member States at the global level, including in the Security Council and General Assembly, and to foster national ownership, leadership and responsibility in situations of concern.
- 1.160 The Office will continue to adopt a survivor-centred approach in the implementation of all aspects of the mandate, in line with Security Council resolution [2467 \(2019\)](#). This will be achieved in cooperation with survivors of sexual violence, civil society and United Nations peace operations and other relevant United Nations entities, in particular at the country level. The Office will strive to expand the circle of stakeholders and encourage concerted and coordinated action among a broad range of actors at the international, regional and national levels, including through the United

Nations Action against Sexual Violence in Conflict network consisting of 15 United Nations entities, and the Team of Experts on the Rule of Law and Sexual Violence, which work under the strategic direction of the Special Representative.

- 1.161 The Office plans to support Member States on issues relating to the COVID-19 pandemic by mitigating its impact on the conflict-related sexual violence agenda. The Office will focus advocacy on ensuring the adequate allocation of donor resources for multisectoral services for survivors and intends to support the ongoing efforts of Member States to strengthen rule of law, accountability and service provision, all of which have been detrimentally affected by the pandemic.
- 1.162 The above-mentioned work is expected to result in:
- (a) An enhanced security and justice sector response to incidents of sexual violence in conflict;
 - (b) Improved access to appropriate, accessible and good-quality services, including health care, psychosocial support, legal services, reparations and livelihood support for all survivors, as well as policy provisions for children born of conflict-related sexual violence.

External factors for 2022

- 1.163 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Continued high level of political will on the part of all stakeholders to work towards preventing sexual violence and ending the impunity of persistent perpetrators in situations of armed conflict;
 - (b) Member States and other key stakeholders see a convergence between their strategic interests and priorities and upholding the international protection regime that has been established to prevent conflict-related sexual violence.
- 1.164 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, these would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 1.165 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, political commitments negotiated with parties to conflict (e.g., joint communiqués and cooperation frameworks) systematically integrate engagement with women's civil society organizations and the meaningful participation of women and girls in countries where they are often absent in decision-making processes, including peace processes. Incidents of conflict-related sexual violence are also systematically disaggregated by sex and age by the Office and United Nations reporting agencies, which offer a gender-sensitive analysis for the Security Council.
- 1.166 With regard to disability inclusion, the Office incorporates the United Nations Disability Inclusion Strategy into policy and key substantive aspects of its work, including programming in priority situations. The NGO-civil society advisory group of the Office includes entities representing individuals with disabilities, and through this modality, the Office also engages with individuals with disabilities and with relevant associations during the course of field missions in priority countries. The Office, in its staffing, includes those with explicit human rights expertise familiar with the human rights-based approach to disability, and those with expertise more specific to the mandate on the targeting of individuals with disabilities in situations of armed conflict with sexual violence.
- 1.167 With regard to cooperation with other entities at the global, regional, national and local levels, the Office has deepened its engagement with regional and subregional actors, including the African Union, the League of Arab States, the European Union, ECOWAS, the International Conference on the Great Lakes Region and the International Organization of la Francophonie, including through formal frameworks of cooperation to prevent and address sexual violence in conflict.

- 1.168 With regard to inter-agency coordination and liaison, the Office will continue to work through the United Nations Action against Sexual Violence in Conflict, chaired by the Special Representative and working to improve monitoring, reporting and information-sharing, and to strengthen system-wide analysis and response. The members of the network are the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Violence Against Children, the Department of Political and Peacebuilding Affairs, the Department of Peace Operations, the Office of the United Nations High Commissioner for Refugees, OHCHR, the Office of the Secretary-General's Envoy on Youth, the Office for the Coordination of Humanitarian Affairs, the Office for Disarmament Affairs, the Office of the Special Adviser of the Secretary-General on the Prevention of Genocide, UNFPA, UNDP, the Joint United Nations Programme on HIV/AIDS, the World Health Organization (WHO), UNICEF, the International Organization for Migration, UN-Women, UNODC and the Counter-Terrorism Committee Executive Directorate. Coordination on justice and accountability dimensions of the mandate will be done through the Team of Experts on the Rule of Law and Sexual Violence, which consists of work done under the strategic auspices of the Office and comprises the Office, OHCHR, UNDP and the Department of Peace Operations as the co-lead entities.

Programme performance in 2020

- 1.169 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased national ownership of the response to and prevention of conflict-related sexual violence: the case of Mali

- 1.170 Sexual violence is systematically perpetrated against women and girls who face overwhelming stigma, in particular those with children born of sexual violence. Survivors face significant obstacles to gaining access to life-saving services owing to insecurity as a result of ongoing conflict, as well as other factors. The majority of cases of conflict-related sexual violence take place in the northern and central parts of Mali, where the State's presence is weak or non-existent. Therefore, combating conflict-related sexual violence requires engagement with the Government to foster national ownership, as well as with non-State armed groups that hold de facto control over specific areas. The United Nations also needs to support civil society, including front-line service providers, and to engage with traditional and religious leaders who can play an essential role as a moral voice and alleviate stigma. In 2018, the Government adopted a national strategy to combat gender-based violence, including conflict-related sexual violence. Since 2017, the Office, through United Nations Action against Sexual Violence in Conflict, has ensured funding for a multi-year project with UNICEF, UN-Women, UNDP and UNFPA that supports the development and implementation of this comprehensive national strategy and provides training and capacity-building to relevant national institutions. With respect to non-State armed groups, both the Coordination des mouvements de l'Azawad and the Platform coalition of armed groups issued unilateral communiqués regarding the development of action plans on the prohibition of sexual violence in their chain of command and the provision of access to areas under their de facto control for independent investigations and the work of service providers.
- 1.171 To bolster ongoing prevention and response efforts by the Government, in 2019, the Office developed, in partnership with national authorities, a set of commitments to prevent and respond to sexual violence in conflict, which were formally articulated in a joint communiqué signed in 2019 by Mali and the Special Representative on behalf of the United Nations. The commitments included strengthening the justice system to prosecute crimes of conflict-related sexual violence; advancing legislation and mechanisms for reparations and redress for victims; and holistic services to survivors, including medical, psychosocial and livelihood support. The adoption of Security Council resolution [2467 \(2019\)](#) provided a reinforced normative framework to advance the work of the Office, in particular in enhancing collaboration with women's civil society organizations and human rights defenders. Given the overwhelming stigma faced by survivors, these organizations have a key role

to play in amplifying the voice of survivors and thus helping to ensure that survivors' needs form the basis of response and prevention efforts. In 2020, following the coup d'état of 18 August, there was a spike in the number of cases of conflict-related sexual violence, notwithstanding underreporting owing to stigma, insecurity and the constraints placed on humanitarian access, compounded by COVID-19 pandemic-related restrictions. The worsening socioeconomic and security situation rendered efforts to respond to and prevent sexual violence in conflict all the more urgent.

Progress towards the attainment of the objective, and performance measure

- 1.172 The above-mentioned work contributed to the objective, as demonstrated by the inclusion of sexual violence in the draft Penal Code of Mali currently under legislative review (see table 1.77). Furthermore, members of the Islamic High Council signed a declaration and fatwa to eradicate sexual violence, contributing to ongoing work to address harmful gender stereotypes and stigma. This laid the groundwork for the increased participation of women in the peace process.

Table 1.77

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Adoption of a national strategy to combat gender-based violence, including conflict-related sexual violence	Joint communiqué signed by Mali and the Special Representative on behalf of the United Nations on prevention of and response to conflict-related sexual violence	Inclusion of sexual violence in the draft Penal Code of Mali

Impact of COVID-19 on programme delivery

- 1.173 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. It postponed seven missions of the Special Representative and the technical teams (Team of Experts on the Rule of Law and Sexual Violence and the United Nations Action against Sexual Violence in Conflict) to priority countries (Bangladesh, Central African Republic, Democratic Republic of the Congo, Iraq, Mali, Myanmar, Somalia, South Sudan and the Sudan). Those changes resulted in reduced high-level political engagement and technical support to national authorities and institutions in these priority countries. The Office postponed the annual meeting of the women's protection advisers, which hampered global coordination related to the implementation of Security Council resolutions on conflict-related sexual violence. The Office also postponed an expert consultation on strengthening the engagement of non-State actors, as requested by the Council in its resolution 2467 (2019), which has delayed the development of a strategy in this regard. Direct engagement with front-line service providers and survivors of conflict-related sexual violence which is a critical aspect of the implementation of the mandate, was also not possible owing to COVID-19-related restrictions. These changes had an impact on the programme performance in 2020, as specified in result 1 below.
- 1.174 At the same time, however, the Office identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. The Office was able to utilize communications technologies to provide remote support to United Nations field teams in priority countries to facilitate continued engagement with national authorities in the implementation of action plans to prevent and respond to conflict-related sexual violence. The Special Representative continued advocacy with Member States through remote high-level engagement and participation in virtual events and conferences. That advocacy and remote technical support contributed to results in 2020, as specified in the emerging result for 2020 above.
- 1.175 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Office will mainstream lessons learned and best practices related to the adjustments and adaptation of its programme owing to the COVID-19 pandemic. Specific examples

of best practices for building back better include more frequent remote engagement with United Nations field teams to compensate for the lack of technical field visits.

Planned results for 2022

- 1.176 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: enhanced political action and engagement to address conflict-affected sexual violence⁴

Programme performance in 2020

- 1.177 The Office has continued the work related to political engagement to prevent sexual violence in conflict, in line with its mandate. It assisted countries in the development of preventive measures. For example, the Office continued both high-level and technical engagement with the Governments of Bangladesh and Myanmar, building on the agreements signed with the relevant national authorities. In 2019, the Government of Myanmar signed a joint communiqué with the Special Representative on behalf of the United Nations focusing on accountability for and prevention of conflict-related sexual violence. In 2018, Bangladesh signed a cooperation framework on protection and service provision for vulnerable Rohingya refugees fleeing Myanmar. It should be noted that the protection concerns for this displaced population have been significantly exacerbated in the light of COVID-19, as well as indications of increased trafficking of persons in the region. In December 2020, the Special Representative conducted a working session with the newly appointed Permanent Representative of Myanmar to the United Nations to reaffirm the mutual commitment to cooperation in addressing conflict-related sexual violence and to aligning priorities in this regard.
- 1.178 The above-mentioned work contributed to the ongoing engagement to develop a new code of conduct and measures by the police and border guard forces in Bangladesh to prevent sexual violence, and a global set of guidance and the ongoing engagement by Myanmar authorities to develop an implementation plan for the joint communiqué. The planned target of adoption of the new code of conduct, reflected in the proposed programme budget of 2020, was not met, owing primarily to COVID-19-related constraints on technical assistance to national authorities.

Proposed programme plan for 2022

- 1.179 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the Office's work will evolve to include renewed political engagement by the Special Representative with the military authorities in Myanmar in order to anchor the commitments that were made in 2019. In order to strengthen support for the implementation of formal commitments made by national authorities in Bangladesh and Myanmar, the Office intends to deploy a regional Senior Women's Protection Adviser. This specialist will, among other priorities, support efforts to address trafficking, and strengthen monitoring, analysis and reporting as a basis for an evidence-based response in the security, justice and humanitarian sectors. The expected progress is presented in the updated performance measure below (see table 1.78).

⁴ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 1)).

Table 1.78
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Framework of cooperation signed with Bangladesh	Discussions on the code of conduct by the subnational authorities in Bangladesh	<p>Ongoing engagement to develop new code of conduct and measures by the police and border guard forces in Bangladesh to prevent sexual violence and a global set of guidance</p> <p>Ongoing engagement by Myanmar authorities to develop an implementation plan for the joint communiqué</p>	Measures put in place by national authorities and international partners to improve service provisions in Rohingya refugee camps and to mitigate vulnerability to trafficking, in particular Rohingya women and children	Ongoing implementation of the joint communiqué by Myanmar authorities

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: national authorities fulfil the needs of diverse range of survivors through survivor-centred approach⁵

Programme performance in 2020

- 1.180 The Office adopted a survivor-centred approach in all aspects of the implementation of the conflict-related sexual violence mandate, in line with Security Council resolution [2467 \(2019\)](#). For example, the Office undertook missions to affected countries and engaged with survivors and civil society to learn their needs and recommended necessary action to Member States on this basis. Furthermore, the Office ensured that the formal commitments and agreements with affected countries to put in place prevention and response measures integrated a survivor-centred approach and key operational provisions of resolution [2467 \(2019\)](#) in their implementation. Specifically, with regard to the investigation and prosecution of sexual violence crimes as a central aspect of prevention, the Office advocated for victims and witness protection in all accountability processes and for ensuring the provision of a full range of legal and health services and livelihood support for survivors. In terms of strategic advocacy, the Office brought the voices and perspectives of survivors directly to policymaking bodies, including the Security Council, in order to inform decision-making at the highest levels. This includes consistently supporting the participation of survivors and civil society representatives at the annual open debate of the Security Council on sexual violence in conflict, and providing survivors with a regular platform to shape the agenda and be heard during the annual General Assembly commemoration of the International Day for the Elimination of Sexual Violence in Conflict.
- 1.181 The above-mentioned work contributed to the adoption of formal agreements and/or related implementation plans in Bangladesh, the Central African Republic, Mali, Myanmar, Somalia and the Sudan, which met the planned target of Governments reflecting Security Council resolution [2467](#)

⁵ As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 1\)](#)).

(2019) and a survivor-centred approach in the formal commitments undertaken to address conflict-related sexual violence, reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

- 1.182 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will provide technical support to national authorities and institutions to develop and implement action plans in accordance with the formal commitments that have been undertaken. At the same time, the Office will continue diplomatic engagement to secure concrete and time-bound prevention and response commitments in the situations of concern noted by the Secretary-General in his annual report on sexual violence in conflict. The expected progress is presented in the performance measure below (see table 1.79).

Table 1.79

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Governments of countries concerned addressed survivor-centred approach in formal agreements with the Office of the Special Representative	For the first time, Security Council calls for survivor-centred approach, in resolution 2467 (2019)	Adoption of formal agreements and/or related implementation plans in priority situations, including Bangladesh, Central African Republic, Mali, Myanmar, Somalia and the Sudan	Governments implement survivor-centred measures, in line with commitments undertaken in the framework of resolution 2467 (2019)	Governments continue to implement their commitments More Governments adopt formal commitments in situations of concern, in line with resolution 2467 (2019)

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: strengthened accountability of parties to conflict as a key aspect of the prevention of sexual violence crimes

Proposed programme plan for 2022

- 1.183 A focus on justice and accountability is a central aspect of the compliance framework established in the Security Council resolutions on sexual violence in conflict and represents a key element of the overall strategy to deter and ultimately prevent such crimes. In this regard, the Office will continue to focus on the strengthening of accountability processes at all levels, including within affected countries, by supporting national authorities in enhancing the rule of law response. At the country level, this has resulted in a series of formal agreements and action plans, the implementation of which enhances the protection of vulnerable populations and strengthens services for beneficiaries, including survivors of sexual violence. At the global level, the Office will continue to support and engage with the Council, with the objective of leveraging the unique compliance tools at the Council's disposal as a means of ensuring that State and non-State parties to conflict undertake concrete and time-bound commitments in line with relevant resolutions. At the regional level, the Special Representative has been working with regional organizations through frameworks of cooperation to prevent and address conflict-related sexual violence, with the aim of bringing to bear their institutional capacity in support of the prevention and response initiatives of affected Member States.

Lessons learned and planned change

- 1.184 The lesson for the Office was that enhanced prevention and service response at the country level requires adequate political and technical engagement from Headquarters entities, in particular through the United Nations Action against Sexual Violence in Conflict network chaired by the Special Representative. In applying the lesson, the Office will strive for a coherent and concerted approach of all relevant United Nations actors, including the main operational components of her Office (programme team, Team of Experts on the Rule of Law and Sexual Violence and the United Nations Action secretariat). In line with its mandate, the Office intends to engage States parties and provide the requisite technical support to national authorities in their implementation of prevention and response measures for the direct benefit of survivors and other beneficiaries. The Office will also seek to further strengthen the engagement with the Security Council, including its sanctions committees, as part of the overall strategy to enhance justice, accountability and compliance with national and international law. This includes leveraging the Council mandate to engage non-State actors that constitute a majority of the parties listed by the Secretary-General for crimes of sexual violence. Going forward, a more systematic approach and dedication of adequate resources will be required to enforce the compliance of non-State actors, as requested by the Council in its resolution [2467 \(2019\)](#).

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

- 1.185 This work is expected to contribute to the objective, as demonstrated by formal agreements and action plans to prevent and address conflict-related sexual violence with five countries (see table 1.80). In addition, the inclusion of sexual violence concerns in the mandates of peace operations, as well as the inclusion of sexual violence among the designation criteria of sanctions committees and subsequent engagement with relevant country-specific and thematic sanctions regimes, are expected to contribute to the objective.

Table 1.80
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Formal agreements to prevent and address conflict-related sexual violence with 3 countries (Bangladesh, Democratic Republic of the Congo and South Sudan)	Formal agreements and action plans to prevent and address conflict-related sexual violence with 5 countries (Central African Republic, Mali, Myanmar, Somalia and the Sudan)	Implementation plan to prevent and address conflict-related sexual violence with 1 country (South Sudan)	Formal agreements and action plans to prevent and address conflict-related sexual violence with 3 countries	Formal agreements and action plans to prevent and address conflict-related sexual violence with 5 countries

Legislative mandates

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

General Assembly resolution

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

Security Council resolutions

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

Deliverables

1.187 Table 1.81 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.81

Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report of the Secretary-General on conflict-related sexual violence to the Security Council, including listing of parties to the conflict	1	1	1	1
2. Country-specific and/or thematic report on conflict-related sexual violence	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	10	6	10	10
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
5. Briefings to the Security Council	5	1	5	5
6. Briefings to human treaty bodies	2	2	2	2
7. Special Committee on Peacekeeping Operations	1	1	1	1
B. Seminars, workshops and training events (number of days)	–	–	–	39
8. Training of national police and/or military forces on prevention of and response to conflict-related sexual violence	–	–	–	20
9. Training of national justice sector (prosecutors and judges) on investigation into and prosecution of conflict-related sexual violence	–	–	–	15
10. Workshop with Women’s Protection Advisers on emerging threats and challenges of conflict-related sexual violence	–	–	–	4
C. Substantive deliverables				
Good offices: engagement and dialogue with parties to conflict listed in the annex to the report of the Secretary-General, including as it relates to the adoption and implementation of prevention and response measures.				
Fact-finding, monitoring and investigation missions: monitoring and analysis of and reporting on conflict related sexual violence trends and patterns in 15 countries.				
Databases and substantive digital materials: digital library serving as a knowledge hub of academic, think tank and civil society publications on sexual violence in conflict; digital book compiling survivor testimonies of conflict-related sexual violence that has occurred since 1992; and a website continues to support the United Nations Action against Sexual Violence in Conflict “Stop Rape Now” campaign.				
D. Communication deliverables				
Outreach programmes, special events and information materials: online and in-person events on conflict-related sexual violence that include survivors, Member States, activists, experts and practitioners.				
External and media relations: annual press statements, and news media content such as television and newspapers interviews.				
Digital platforms and multimedia content: website and social media content on prevention of sexual violence.				

B. Proposed post and non-post resource requirements for 2022

Overview

1.188 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.82 to 1.84.

Table 1.82

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Post	1 379.2	1 592.3	—	—	—	—	—	—	1 592.3
Other staff costs	—	34.3	—	—	—	—	—	—	34.3
Hospitality	—	1.0	—	—	—	—	—	—	1.0
Travel of staff	13.1	83.9	—	—	—	—	—	—	83.9
Contractual services	12.7	11.1	—	—	—	—	—	—	11.1
General operating expenses	14.4	39.8	—	—	—	—	—	—	39.8
Supplies and materials	—	3.7	—	—	—	—	—	—	3.7
Furniture and equipment	—	3.0	—	—	—	—	—	—	3.0
Total	1 419.5	1 769.1	—	—	—	—	—	—	1 769.1

Table 1.83

Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)
Post changes	—	
Proposed for 2022	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)

Table 1.84

Proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	1	—	—	—	—	1
P-3	2	—	—	—	—	2
Subtotal	6	—	—	—	—	6

Part I Overall policymaking, direction and coordination

Category and grade	Changes				Total	2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other		
General Service and related						
GS (OL)	2	–	–	–	–	2
Subtotal	2	–	–	–	–	2
Total	8	–	–	–	–	8

1.189 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.85 to 1.87 and figure 1.XV.

1.190 As reflected in tables 1.85 (1) and 1.86 (1), the overall resources proposed for 2022 amount to \$1,769,100 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.85

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	1 419.5	1 769.1	–	–	–	–	1 769.1
Subtotal, 1	1 419.5	1 769.1	–	–	–	–	1 769.1

(2) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Programme of work	2 254.8	2 797.2	175.7	6.3	2 972.9
Subtotal, 2	2 254.8	2 797.2	175.7	6.3	2 972.9
Total	3 674.3	4 566.3	175.7	3.8	4 742.0

Table 1.86
Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	8	—	—	—	—	8
Subtotal, 1	8	—	—	—	—	8

(2) *Extrabudgetary*

Component	2021 estimate	Change	2022 estimate
Programme of work	12	—	12
Subtotal, 2	12	—	12
Total	20	—	20

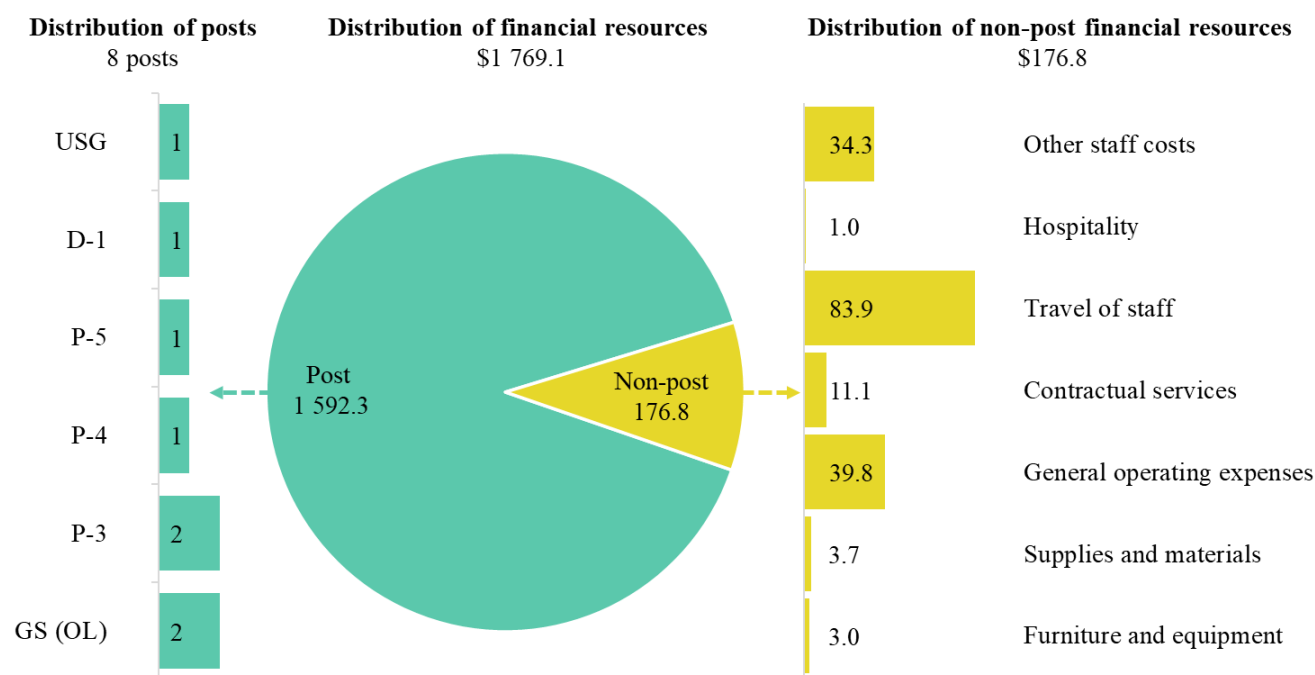
Table 1.87
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 379.2	1 592.3	—	—	—	—	—	1 592.3
Non-post	40.3	176.8	—	—	—	—	—	176.8
Total	1 419.5	1 769.1	—	—	—	—	—	1 769.1
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 1.XV
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.191 As reflected in tables 1.85 (2) and 1.86 (2), the Office expects to continue to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2022, extrabudgetary resources are estimated at \$2,972,900 and would provide for 12 posts (1 D-1, 1 P-5, 4 P-4, 3 P-3, 1 P2/1 and 2 General Service (Other level)), as presented in table 1.86 (2). The resources would support the Office in carrying out various activities, including the engagement of the Team of Experts on the Rule of Law and Sexual Violence in Conflict, mandated pursuant to Security Council resolution [2467 \(2019\)](#), and support the secretariat of United Nations Action against Sexual Violence in Conflict network chaired by the Special Representative. Extrabudgetary resources represent 62.7 per cent of the total resources for this section.
- 1.192 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.193 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.88. The majority of travel for the Office is related to the high-level engagements of the Special Representative with priority countries and technical missions to follow up on the formal agreements reached between the Special Representative and national authorities. While every effort is made to ensure advance planning for all official travel, the finalization of travel requests for such missions depends on visa approvals and confirmations of missions and meetings with government interlocutors by the national authorities. In 2020, a directive was distributed to raise awareness among staff and emphasize the importance of complying with the advance purchase rule and of the requirement to do so. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are monitored, and statistics and trends are distributed to managers on a quarterly basis.

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

Table 1.88

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	37.5	18.2	100	100

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

Foreword

Over the course of 2022, the Special Representative of the Secretary-General on Violence against Children will continue to advocate and mobilize action at the global, regional and national levels to build enabling, healthy, just, inclusive and protective environments that keep all children safe, ensuring that no child is left behind.

It is estimated that up to 1 billion children between 2 and 17 years of age have experienced physical, sexual or emotional violence or neglect in the past year and that half of the world's children are therefore victims of violence annually, while 300 million children between 2 and 4 years of age are victims of physical and psychological abuse. These already staggering numbers of children affected by violence will be further increased by the impact of the COVID-19 pandemic, which has increased the vulnerability of children already at risk at the same time as movement restrictions, loss of income, isolation, overcrowding and high levels of stress and anxiety have added a new group of children who are at increased risk of experiencing and observing physical, psychological and sexual abuse at home.

The World Bank has estimated that up to 100 million more people may be forced into extreme poverty owing to the pandemic.^a The International Labour Organization and the United Nations Children's Fund report that a one percentage point rise in poverty leads to at least a 0.7 per cent increase in child labour in certain countries, which will reverse the progress made in decreasing child labour for the first time in 20 years.^b Poverty is a driver of child trafficking, sexual exploitation and the recruitment of children into criminal gangs and into armed groups and forces. Poverty also increases the risk of child marriage: the United Nations Population Fund projects that an additional 13 million child marriages may take place over the next 10 years.^c In short, the crisis is having life-altering consequences for millions of children and young people worldwide.

As the world builds back better after the pandemic, the Special Representative will provide support and guidance to Member States, in close cooperation with all key stakeholders, to accelerate the achievement of the Sustainable Development Goals, most notably target 16.2 on violence against children, but also other related Goals and targets, addressing all forms of violence against children and their drivers.

The pandemic has undermined the progress for children promised in the 2030 Agenda for Sustainable Development. The Office of the Special Representative will focus on reversing these negative effects, using its role as a bridge-builder to facilitate and spur action within the wider community working to end violence against children.

To keep children safe, our vision and our action must be bold. We must build services around children and families, including with community-based and informal providers. Properly resourced child protection, justice, education, health and mental health services, linked to sustainable social protection systems, must be duly prioritized. This constitutes a sound investment that will have significant returns for children, families and society as a whole.

Most important, children must be part of the solution. They must be empowered to be agents of positive change and involved in all initiatives aimed at preventing and responding to violence and in achieving the Sustainable Development Goals. The Office intends to strengthen support to Member States in this area by identifying successful child-led actions and help in scaling them up worldwide, advocate for the investment in children's networks and aim for models that have peer-to-peer engagement as a founding principle, reaching out and partnering with children and young people who are already actively engaged in civic processes, to work on solutions for building back better.

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

^a See www.worldbank.org/en/topic/poverty/brief/projected-poverty-impacts-of-COVID-19.

^b See www.ilo.org/wcmsp5/groups/public/---ed_norm/---ipec/documents/publication/wcms_747421.pdf.

^c See www.unfpa.org/resources/impact-covid-19-pandemic-family-planning-and-ending-gender-based-violence-female-genital.

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy

- 1.196 To contribute to the objective, the Office will promote the achievement of the Sustainable Development Goals related to addressing all forms of violence against children and its drivers (Goals 1–6, 8–11, 13, 16 and 17) by undertaking high-level advocacy at the global, regional and national levels in collaboration with Member States, the United Nations system, regional organizations, civil society and faith-based organizations, to invest in enabling environments that keep children safe, with specific attention given to the most vulnerable and to the gender dimension of violence. The Office will engage and support voluntary national review processes at the global, regional and country levels, conduct country visits, provide technical and practical guidance to Member States, undertake a media campaign to support its advocacy, and increase the attention given to violence against children in the United Nations system through leading the Inter-Agency Working Group on Violence against Children and participation in other related inter agency working groups.
- 1.197 The Office, as Chair of the United Nations task force on the global study on children deprived of liberty, will promote that the detention of children be used only as a measure of last resort and work towards alternatives to the deprivation of liberty. To this end, the Office will undertake joint advocacy with key partners and gather and report on promising practices regarding alternatives to detention and institutionalization, to be shared with Member States.
- 1.198 The Office will work to enhance the role of children as agents of change through the promotion of ethical, meaningful and inclusive child participation in decision-making processes. It will continue to document and disseminate child-led and peer-to-peer initiatives to prevent and respond to violence, as well as children's civic engagement. This work will include an update of the mapping of such initiatives prepared by the mandate in 2020/21. Furthermore, the Office will make available guidelines and tools for Member States on child participation and children's active involvement in implementing the 2030 Agenda and in preparing voluntary national reviews.
- 1.199 The Office plans to support Member States on issues related to the COVID-19 pandemic by providing practical guidance and building an investment case for the inclusion of integrated child protection, justice, education, health and mental health services linked to sustainable social

protection systems, encompassing universal health coverage, cash transfers and family support, in economic recovery packages.

- 1.200 The above-mentioned work is expected to result in:
- (a) The adoption and implementation of comprehensive and duly resourced policies, legislation, strategies and other measures for preventing and responding to violence against children;
 - (b) The adoption and effective implementation of alternatives to deprivation of liberty;
 - (c) More effective and systematic action to ensure the ethical, meaningful and inclusive participation of children in decision-making processes.
- 1.201 The planned support on issues related to COVID-19 is expected to result in increased investment in child protection and social protection services in national socioeconomic COVID-19 recovery plans.

External factors for 2022

- 1.202 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Governments have the political commitment to accelerate action to prevent and end violence against children, in the framework of the decade of action for the Sustainable Development Goals;
 - (b) United Nations agencies, civil society and the private sector are committed to working together for and with children.
- 1.203 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 1.204 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including by employing a gender lens in its advocacy to highlight how different forms of violence affect boys and girls differently and how this must inform and shape responses. Addressing gender discrimination and harmful social norms, as well as connections between violence against women and violence against children, is crucial to preventing and responding to violence against children, and they constitute an integral part of the mandate's work.
- 1.205 With regard to disability inclusion, leaving no child behind puts the emphasis on addressing some of the most vulnerable and neglected children, among whom are children with disabilities and institutionalized children and their rights and needs. Children with disabilities are often institutionalized, and this puts many of these children at a heightened risk of becoming victims of violence. Advocating policies and strategies for alternative means of care and inclusion are at the core of the Office's advocacy strategy.
- 1.206 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to strengthen cooperation with regional bodies such as the Economic and Social Commission for Western Asia, the Association of Southeast Asian Nations, the Council of Europe, the League of Arab States and the African Union. The most important work on violence against children occurs at the local and national levels. Country visits will therefore remain a key element of the advocacy strategy of the Office. The visits will always be planned and implemented in close cooperation with the United Nations country teams through entry briefings, and a road map will be provided at the end of the visit, which will also be shared with the relevant permanent missions in New York.
- 1.207 With regard to inter-agency coordination and liaison, the Office continues to promote and strengthen collaboration within the United Nations system on ending violence against children, including with

the Special Representative of the Secretary-General for Children and Armed Conflict, the Special Representative of the Secretary-General on Sexual Violence in Conflict, the special procedures of the Human Rights Council, the human rights treaty bodies, the Special Adviser to the Secretary-General on the Prevention of Genocide, the Special Adviser to the Secretary-General on Africa, the Department of Economic and Social Affairs and United Nations regional commissions, the United Nations resident coordinators and regional/country team members, the United Nations Global Counter-Terrorism Coordination Compact, the Permanent Forum on Indigenous Issues, and the Working Group on the issue of human rights and transnational corporations and other business enterprises. The Special Representative has a leading role in the governance of the Global Partnership to End Violence against Children. The Special Representative also chairs the Inter-Agency Working Group on Violence against Children and the United Nations task force on the global study on children deprived of liberty and serves on the High-level Steering Group on preventing sexual exploitation and abuse.

Evaluation activities

- 1.208 The self-evaluation on the framework of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, completed in 2020, has guided the proposed programme plan for 2022.
- 1.209 The findings of the self-evaluation referenced above have been taken into account for the proposed programme plan for 2022. For example, the Office will build a stronger monitoring and evaluation framework to accompany the implementation of the proposed programme plan.
- 1.210 A self-evaluation on the programme implementation is planned for 2022.

Programme performance in 2020

- 1.211 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased risk of violence against children during the COVID-19 pandemic mitigated

- 1.212 The COVID-19 pandemic and the mitigation measures taken in response to it have increased the risk of children being exposed to violence online and offline. They have also disrupted channels to detect violence and reduced the capacity of already limited services to respond to victims' needs. The exacerbation of poverty and inequality caused by the pandemic amplify risks for children in the longer term, while its socioeconomic impact has already put pressure on funding for essential services.
- 1.213 The Office prioritized action to respond to this threat during 2020 by raising awareness among Member States of the heightened risk of violence against children, the negative effect on children's mental health and the increased vulnerability of children who were already vulnerable prior to the pandemic, and by identifying examples of good practice in maintaining child protection and other key services during the pandemic. The Office also highlighted the need to anticipate the mid- and longer-term impact of the pandemic through the identification of child protection, justice, education, health and mental health services, linked to a sustainable social protection system, as essential and life-saving during the pandemic and prioritized in building back better. Building on the policy brief of the Secretary-General on the impact of COVID-19 on children, the Office mobilized the United Nations Inter-Agency Working Group on Violence against Children to develop a joint agenda for action on child protection and COVID-19.⁶ The agenda for action provided practical guidance for Member States on how to include child protection in the COVID-19 response in the short, mid and long term.
- 1.214 The Office also provided input to several technical notes issued by the Alliance for Child Protection in Humanitarian Action on the impact of the COVID-19 pandemic in relation to children in humanitarian settings, children in detention, children in alternative care and violence at home. In addition, the Office collaborated with a wide range of partners from civil society and academia in

⁶ See [agenda_iawg_on_vac_27_april_ready_for_launch.pdf](#).

the #CovidUnder19 initiative. The initiative brought together children, experts and other key stakeholders to highlight children's own experiences and give a platform for them to have their voices heard, especially on the two main areas of concern related to the pandemic identified by children themselves: safety and education.

Progress towards the attainment of the objective, and performance measure

- 1.215 The above-mentioned work contributed to the objective, as demonstrated by 50 countries that have included child protection and other essential services, including social protection measures reaching the most vulnerable families, in their recovery packages from the COVID-19 pandemic (see table 1.89).

Table 1.89

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
–	–	Fifty countries included child protection and social protection services in their recovery packages from the COVID-19 pandemic

Impact of COVID-19 on programme delivery

- 1.216 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The impact included the postponement of planned country visits to Iceland, Jordan, Lebanon, Senegal, Tunisia and Vanuatu and other high-level advocacy opportunities, such as regional forums on sustainable development. The Office rapidly modified its planned activities to support Member States in addressing the increased risk of violence arising from the COVID-19 pandemic. This involved virtual advocacy activities, awareness-raising events, practical guidance and consultations at the global, regional and national levels with key stakeholders, including Governments, United Nations entities, regional organizations, civil society organizations, faith-based organizations and children themselves.
- 1.217 At the same time, however, the Office identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. Those new activities included the Office swiftly mobilizing the United Nations Inter-Agency Working Group on Violence against Children to develop the joint agenda for action on child protection and COVID-19. The Office also joined several other related inter-agency efforts. The Office provided input to several technical notes issued by the Alliance for Child Protection in Humanitarian Action, including on children in detention, children in alternative care and violence at home. The Special Representative was a frequent speaker at related webinars organized by the Alliance, the Global Partnership to End Violence against Children and numerous civil society organizations. The Office organized briefings with Member States and regional organizations. The Office also joined forces with civil society organizations and academia in the #CovidUnder19 initiative, which brings together children, experts and other key stakeholders to work on understanding what children have been experiencing during the pandemic. The new deliverable contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 1.218 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: increase the visibility of violence against children on the international agenda⁷**Programme performance in 2020**

- 1.219 The Office has continued to work collaboratively with Member States, the United Nations system, regional organizations, civil society and faith-based organizations to increase the visibility of violence against children on the international agenda. It has, in particular, worked with the International Telecommunication Union to approach the social media industry and work together towards the protection of children when using information and communications technology. In addition, the Office continued its collaboration with the United Nations Educational, Scientific and Cultural Organization in addressing bullying and cyberbullying, which includes work to update the definition of bullying and cyberbullying and participation in the World Anti-Bullying Forum. As a member of the “Safe to Learn” campaign (Global Partnership to End Violence against Children), the Office has also renewed its commitment to actively participating in identifying, supporting and bringing to scale promising practices to promote safe schools, including through online means.
- 1.220 The above-mentioned work contributed to the inclusion of violence against children in several papers, policy briefs and reports produced by the United Nations system, such as the joint agenda for action on COVID-19 and child protection, which did not meet the planned target of the inclusion of an indicator on bullying in the global indicator framework for the targets of the Sustainable Development Goals after the 2020 comprehensive review of the indicators, reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 1.221 The Office will continue the work related to the planned result, in line with its mandate. This work will be undertaken in the context of the serious impact of the COVID-19 pandemic on children's right to freedom from violence, as outlined above. To contribute to further progress towards the objective, the Office will promote the identification of investment in child protection and social protection systems as a priority in national socioeconomic recovery plans to build back better after the pandemic. The expected progress is presented in the performance measure below (see table 1.90).

Table 1.90

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
Recognition by Member States of the need to address bullying and cyberbullying systematically, as evidenced by General Assembly resolution 73/154	Wide recognition by Member States of the highly negative impact that peer-on-peer violence has on children's lives, which will manifest itself through their active engagement of the Inter-Agency and Expert Group on SDG Indicators and the inclusion of violence against children, including bullying, in voluntary national reviews on the	Inclusion of violence against children in several papers, policy briefs and reports produced by the United Nations system, such as the joint agenda for action on COVID-19 and child protection	Information and communications technology and Internet providers are taking action against cyberbullying and other forms of online violence against children	Member States invest in national child protection and social protection systems

⁷ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 1)).

Section 1 Overall policymaking, direction and coordination

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Sustainable Development Goals				

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: supporting the decade of action to end violence against children by 2030⁸

Programme performance in 2020

- 1.222 Violence against children remains hidden and pervasive, which undermines the achievement of the Sustainable Development Goals and full implementation of the 2030 Agenda. The Office has continued the work related to shifting advocacy efforts from raising awareness of violence against children to a focus on effective prevention and responses that will accelerate the achievement of target 16.2 of the Goals. The Office also developed guidance for Member States on how to include duly resourced policies, legislation, strategies and other measures for preventing and responding to violence against children in national achievement of the Goals and in voluntary national reviews. Furthermore, the Office promoted that guidance through its bilateral engagement with Member States and through broader dissemination efforts, including a voluntary national review “lab” during the 2020 high-level political forum on sustainable development. The Office analysed the voluntary national reviews presented in 2020 and shared its review with Member States, the Department of Economic and Social Affairs and the regional commissions, and United Nations country teams.
- 1.223 The above-mentioned work contributed to Member States highlighting action to address violence against children and its drivers in their voluntary national reviews, which met the planned target of Governments adopting a rights-based approach to developing their voluntary national reviews, reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

- 1.224 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will deepen its engagement with national authorities responsible for achievement of the Sustainable Development Goals, United Nations country teams and United Nations regional economic commissions to promote the inclusion of duly resourced policies, legislation, strategies and other measures for preventing and responding to violence against children in national achievement of the Goals and in voluntary national reviews. Briefings will be held with the permanent missions of all countries preparing voluntary national reviews on ways to highlight lessons learned, achievements and challenges in addressing violence against children that they can share at the high-level political forum on sustainable development. In her visits to Member States, undertaken both virtually and in person, the Special Representative will engage with senior government officials, United Nations country teams and other stakeholders to identify positive initiatives and programmes that can be scaled up to accelerate progress towards achieving the violence-related targets of the Goals. The Special Representative will participate in the regional development forums organized by the regional economic commissions and co-organize associated side events to highlight the negative impact that violence against children has on progress towards achieving the Goals and to share promising approaches to prevention and response. The expected progress is presented in the performance measure below (see table 1.91).

⁸ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 1)).

Table 1.91
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Violence against children is mentioned in more than half of the voluntary national reviews submitted	Governments are reporting on different forms of violence against children in the voluntary national reviews	Member States highlighting action to address violence against children and its drivers in their voluntary national reviews	All Governments submitting voluntary national reviews have comprehensive responses to violence against children	50 per cent of voluntary national reviews highlight duly resourced policies, legislation, strategies and other measures for preventing and responding to violence against children

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: children as part of the solution to achieve the Sustainable Development Goals

Proposed programme plan for 2022

- 1.225 The far-reaching consequences of the COVID-19 crisis call for children and their rights to health, education, participation and protection to be prioritized in pandemic response and recovery planning. The recovery is an opportunity for Governments worldwide to reassess priorities, in order to advance human development and reduce inequalities.
- 1.226 The Office conducted a survey to learn more about the ways in which children are engaging in the world and being actors for change. The results were outlined in the most recent annual report of the Special Representative to the Human Rights Council ([A/HRC/46/40](#)), which includes a range of promising practices and recommendations for governments at the national and local levels to work with children to accelerate achievement of the Sustainable Development Goals, build back better from the COVID-19 pandemic and address all forms of violence against children. The Office has also prepared guidance for Member States on how to ensure the ethical and meaningful participation of children in the voluntary national review process.

Lessons learned and planned change

- 1.227 The lesson for the Office from the mapping was that children not only are consulted and engaged on issues that directly affect them, but also need to be included in decision-making processes, where relevant. This also underlined the reality that the most vulnerable children are not systematically consulted, as well as the importance of giving specific attention to children as distinct from young people over the age of 18. In applying the lesson, the Office will update this mapping and supplement the guidance for Member States, as necessary, in order to promote good practices in guaranteeing that children are duly involved in national initiatives to achieve the Sustainable Development Goals and in the preparation of voluntary national reviews. The Office will ensure that promoting children as part of the solution to achieving the Goals is a cross-cutting priority in its engagement with, among others, Member States, the United Nations system at the regional and country levels, regional organizations and civil society.

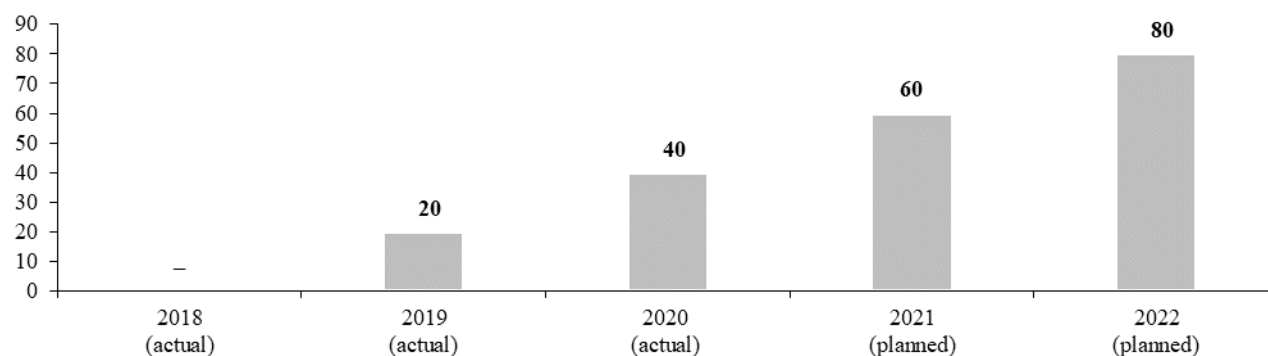
Expected progress towards the attainment of the objective, and performance measure

- 1.228 This work is expected to contribute to the objective, as demonstrated by the percentage of voluntary national reviews that have been developed with the meaningful input of children and that highlight children's active participation in the achievement of the Sustainable Development Goals at the national level (see figure 1.XVI).

Figure 1.XVI

Performance measure: voluntary national reviews developed with meaningful input of children and that highlight active participation of children in achieving the Sustainable Development Goals (cumulative)

(Percentage)



Legislative mandates

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

General Assembly resolutions

62/141, 67/152, Rights of the child
69/157, 70/137,
72/245, 73/155

71/176, 75/166 Protecting children from bullying

Deliverables

1.230 Table 1.92 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.92

Office of the Special Representative of the Secretary-General on Violence against Children: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	1	2
1. Annual reports to the General Assembly	2	1	1	1
2. Annual reports to the Human Rights Council	–	1	–	1
Substantive services for meetings (number of three-hour meetings)	5	4	2	4
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Third Committee	1	1	–	1
6. Meetings of the Human Rights Council	2	1	–	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	–	2	–
7. Voluntary national review lab and the impact of violence on children's mental health	2	–	2	–

Part I Overall policymaking, direction and coordination

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
Publications (number of publications)	1	1	4	4
8. Report on how violence harms children's health	1	1	—	—
9. 2022 voluntary national reviews: analytical review	—	—	—	1
10. Children as agents of positive change: a mapping of children's initiatives	—	—	—	1
11. Global overview of what was done to keep the promise by 2030	—	—	—	1
12. Practical guidance on building an enabling environment to keep children safe	—	—	—	1
13. Publications on various themes	—	—	4	—
Technical materials (number of materials)	—	6	—	—
14. Children speak about the impact of deprivation of liberty: the case of Latin America	—	1	—	—
15. <i>Keeping the Promise: Ending Violence against Children by 2030</i>	—	1	—	—
16. <i>Entre hechos y derechos</i>	—	1	—	—
17. Where I go, my rights go with me	—	1	—	—
18. <i>Violence against Children on the Move: from a Continuum of Violence to a Continuum of Protection</i>	—	1	—	—
19. <i>When Children Take the Lead: 10 Child Participation Approaches to Tackle Violence</i>	—	1	—	—
C. Substantive deliverables				
Consultation, advice and advocacy: high-level discussions with Member States, national and regional authorities and institutions on strengthening the prevention and protection of children from violence; expert advice and tools on policy matters to Member States and regional, intergovernmental and civil society organizations; United Nations inter-agency meetings on policy briefs and agenda for action: 80 webinars; and consultations with approximately 1,000 children.				
D. Communication deliverables				
Outreach programmes, special events and information materials: communication products for targeted audiences and goals to expand outreach and support the advocacy work of the mandate, including in special events (virtual and in person); and development of 5 advocacy campaigns on topics pertaining to the protection of children from violence.				
External and media relations: press conferences and press releases, including opinion pieces and expert articles.				
Digital platforms and multimedia content: update and maintenance of the Office's website; thematic social media campaigns to raise awareness on safeguarding children protection from violence; multimedia material produced and uploaded in the 6 official United Nations languages on the Office's website; and daily production and dissemination of communication material for social media accounts.				

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.231 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.93 to 1.95.

Table 1.93

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	1 754.5	1 726.3	—	—	—	—	—	1 726.3
Other staff costs	—	107.3	—	—	—	—	—	107.3
Hospitality	—	0.6	—	—	—	—	—	0.6
Consultants	278.5	145.1	—	—	—	—	—	145.1
Travel of staff	19.4	100.5	—	—	—	—	—	100.5
Contractual services	31.4	176.8	—	—	—	—	—	176.8
General operating expenses	78.7	24.6	—	—	—	—	—	24.6
Supplies and materials	0.8	5.1	—	—	—	—	—	5.1
Furniture and equipment	43.0	6.8	—	—	—	—	—	6.8
Improvement of premises	5.9	—	—	—	—	—	—	—
Total	2 212.2	2 293.1	—	—	—	—	—	2 293.1

Table 1.94

Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)
Post changes	—	
Proposed for 2022	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)

Table 1.95

Proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	3	—	—	—	—	3
P-3	3	—	—	—	—	3
Subtotal	8	—	—	—	—	8
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	1	—	—	—	—	1
Subtotal	2	—	—	—	—	2
Total	10	—	—	—	—	10

1.232 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.96 to 1.98 and figure 1.XVII.

1.233 As reflected in tables 1.96 (1) and 1.97 (1), the overall resources proposed for 2022 amount to \$2,293,100 before recosting and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.96

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	2 212.2	2 293.1	—	—	—	—	2 293.1
Subtotal, 1	2 212.2	2 293.1	—	—	—	—	2 293.1

(2) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	2022 estimate
Programme of work	324.5	324.5	—	324.5
Subtotal, 2	324.5	324.5	—	324.5
Total	2 536.7	2 617.6	—	2 617.6

Table 1.97
Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	10	–	–	–	–	10
Subtotal, 1	10	–	–	–	–	10

(2) *Extrabudgetary*

Component	2021 estimate	Change	2022 estimate
Programme of work	1	–	1
Subtotal, 2	1	–	1
Total	11	–	11

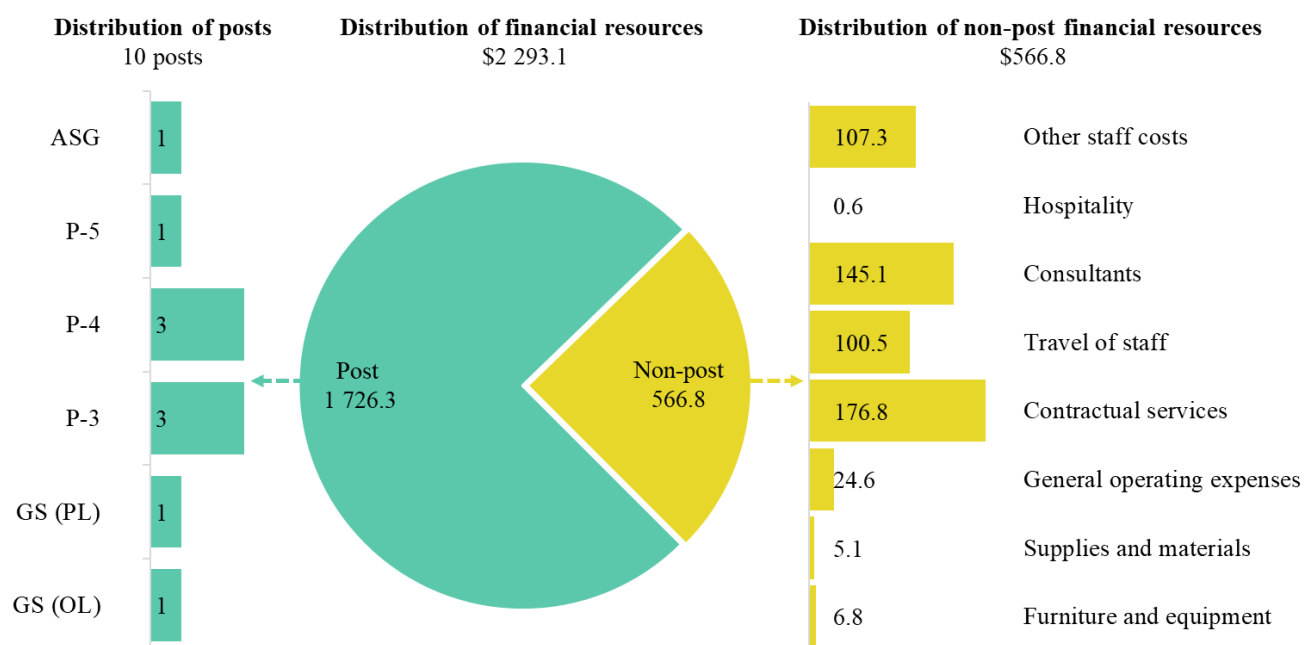
Table 1.98
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 754.5	1 726.3	—	—	—	—	—	1 726.3
Non-post	457.8	566.8	—	—	—	—	—	566.8
Total	2 212.2	2 293.1	—	—	—	—	—	2 293.1
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		2	—	—	—	—	—	2
Total		10	—	—	—	—	—	10

Figure 1.XVII
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.234 As reflected in tables 1.96 (2) and 1.97 (2), the Office expects to continue to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2022, extrabudgetary resources are estimated at \$324,500 and would provide for one post (P-5), as presented in table 1.97 (2). The resources would be used to support the Office in carrying out various activities and to enhance its impact and outreach, strengthen the implementation of its programme of work and increase the provision of technical advice and support to Member States, regional organizations and other partners. Extrabudgetary resources represent 12.4 per cent of the total resources for this section.
- 1.235 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.236 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.99. The Office is making the utmost efforts to achieve 100 per cent compliance with the advance purchasing of air tickets by reviewing upcoming planned trips in the weekly staff meeting and by strategically strengthening its work planning. However, owing to unforeseen circumstances such as receiving late invitations and the late receipt of meeting agendas, the Office would not always be able to comply with the advance booking of air travel policy.

Table 1.99
Compliance rate
(Percentage)

	Actual 2019	Actual 2020	Planned 2021	Planned 2022
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	20	80.0	100	100

VII. Office of the Victims' Rights Advocate

Foreword

Over the course of 2022, the Office of the Victims' Rights Advocate will continue to operationalize the pledge of the Secretary-General to institutionalize a victim-centred approach to United Nations system-wide efforts to prevent and respond to sexual exploitation and abuse, within the continuing constraints associated with measures to mitigate the effects of the COVID-19 pandemic.

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

In her advocacy for the introduction and implementation of policies and programmes to elevate the rights and dignity of victims, the Victims' Rights Advocate, with the support of her Office, seek to give visibility to victims and address the stigmatization and discrimination that they often face. She meets with them personally so that their views and opinions inform United Nations efforts and seeks to support them as they rebuild their lives and have access to all possible assistance, including with respect to paternity claims. The work of the Office is operationalized on the ground in the Central African Republic, the Democratic Republic of the Congo, Haiti and South Sudan by dedicated Senior Victims' Rights Officers and designated Field Victims' Rights Advocates (existing mission personnel serving as focal points for assistance to victims).

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

(Signed) Jane Connors
Victims' Rights Advocate

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 1.237 The Office of the Victims' Rights Advocate was created as part of the four-pronged strategy set out in the 2017 report of the Secretary-General entitled "Special measures on protection from sexual exploitation and abuse: a new approach" (A/71/818). The mandate of the Office derives from the priorities established in Assembly resolutions and/or decisions, including resolutions [62/214](#), [71/278](#), [71/297](#) and [72/312](#). The centrepiece of the strategy is the focus on the rights and dignity of victims and is aimed at implementing a victim-centred approach throughout the United Nations system. The Office is led by the Victims' Rights Advocate, who has a system-wide role. The mandate of the Office is operationalized in the field through advocates entitled Senior Victims' Rights Officers in the Central African Republic, Haiti, and South Sudan, and a Field Victims' Rights Advocate in the Democratic Republic of the Congo who carries out this role, along with other functions.

Programme of work

Objective

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

Strategy

- 1.239 To contribute to the objective, the Office will continue to engage in sustained advocacy with Member States, United Nations entities, agencies, funds and programmes, other intergovernmental bodies, national Governments and State structures, civil society and others to amplify awareness of the negative impact that sexual exploitation and abuse have on victims and the work and reputation of all parts of the United Nations system. The Office will also ensure that an integrated response to victim assistance, in line with the annex to General Assembly resolution [62/214](#), is taken. The scope of advocacy and action of the Office includes peacekeeping, humanitarian action and development activities, at Headquarters and in the field. The Senior Victims' Rights Officers and the Field Victims' Rights Advocates will continue to pursue this strategy on the ground, operationalizing the imperative of placing the rights and dignity of victims at the centre by acting as the main point of contact for all victims of sexual exploitation and abuse. These staff members are responsible for ensuring that victims receive assistance and support, accompanying them through the investigation and consideration of their complaints and providing them with follow-up information, including the resolution of paternity claims. Throughout its work, the Office will seek to support Member State implementation of the 2030 Agenda, in particular the achievement of Sustainable Development Goal 5, on gender equality and the empowerment of all women and girls, helping to end all forms of violence against them in the public and private spheres, including trafficking and sexual and other types of exploitation, and of Goal 16, which is intended to, among others, end the abuse, exploitation, trafficking and all forms of violence against and torture of children.
- 1.240 The Office plans to support victims on issues related to the COVID-19 pandemic by providing further guidance and assistance to actors in the field on the potential of the pandemic to heighten risks of sexual exploitation and abuse and to have a negative impact on the delivery of assistance to

victims. The Office will continue to engage with United Nations actors across the system to develop policy and offer practical advice, including on the duration and scope of assistance to further embed a victim-centred approach to the provision of assistance and support to victims. In collaboration with other United Nations entities, the Office will develop a practical multimedia training module for United Nations staff, related personnel and implementing partners on the victim-centred approach to sexual exploitation, abuse and harassment to strengthen prevention and response. Tailored support will be provided to the Senior Victims' Rights Officers, the Field Victims' Rights Advocates and other actors in the field to enable them to adapt to new circumstances and challenges resulting from the pandemic. Given that COVID-19 and related constraints have negatively affected victims' capacity to report misconduct and gain access to assistance and services, the Office will seek to strengthen complaints mechanisms and contribute to creating an enabling environment encouraging victims to come forward. The Office will continue to build on the new ways of working through electronic means required to mitigate COVID-19, in order to strengthen its advocacy with Member States, United Nations peace, humanitarian and development actors, other international and regional intergovernmental bodies, expert mechanisms, civil society and other actors in all regions through regular virtual meetings and webinars. The Victims' Rights Advocate also plans to resume field visits to strengthen the implementation of a victim-centred approach in all prevention and response efforts and meet with victims so that their perspectives can be integrated into these efforts.

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

- (a) A deepened understanding of the rights and dignity of victims, leading to the creation of an environment that encourages them to come forward with complaints of misconduct, confident of support and assistance and protection;
- (b) Stronger collaboration among United Nations entities at Headquarters and the field to support accountability processes, including the resolution of paternity claims and victims' access to services and assistance to ensure child support.

1.242 The planned support on issues related to COVID-19 is expected to result in:

- (a) Continuity of assistance to victims adapted to new circumstances, enabling the maintenance of trust between victims and United Nations entities on the ground;
- (b) The provision of assistance to victims that takes account of victims' perspectives and needs;
- (c) Greater awareness of victims' rights across all United Nations entities.

External factors for 2022

1.243 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) New cases of sexual abuse and exploitation perpetrated by United Nations personnel will be made known to the Office, the Senior Victims' Rights Officers and the Field Victims' Rights Advocates, and cases already reported might not yet be resolved;
- (b) Measures to prevent sexual exploitation and abuse should integrate a victim-centred approach;
- (c) Victims of sexual abuse and exploitation will continue to require support and assistance in rebuilding their lives;
- (d) The urgency of establishing strong partnerships focusing on a victim-centred approach will be acknowledged more extensively outside the United Nations system.

1.244 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 are feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.

- 1.245 The Office integrates a gender perspective in its policy and operational activities, deliverables and results. The majority of victims of sexual exploitation and abuse are women and girls, and most perpetrators are men. The Victims' Rights Advocate acknowledges that entrenched discrimination against women and girls, manifested in laws and policies, power imbalance and gender inequality, lie at the heart of this misconduct. The Victims' Rights Advocate recognizes that men and boys, especially in vulnerable situations, may be victims of sexual exploitation and abuse and face barriers to reporting. The Victims' Rights Advocate emphasizes that victims of sexual exploitation and abuse may experience hurt and harm and fear, reprisals, abandonment, exclusion from their community and stigma, and urges that interventions and responses be conceptualized, designed and implemented to promote victims' empowerment and inclusion in all issues that concern them. The Victims' Rights Advocate stresses the importance of tailoring individual responses, taking into consideration that each victim is different and will be affected by intersecting forms of discrimination, including on the basis of sex, gender, sexual orientation, age, minority and/or migration status or disability. The Senior Victims' Rights Officers and Field Victims' Rights Advocates, who operationalize the Victims' Rights Advocate's mandate on the ground, serve as the main contact for all victims and take steps to ensure that a victim-centred, gender- and child-sensitive and non-discriminatory approach is integrated into all activities to support and assist victims.
- 1.246 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to work with the Development Assistance Committee of the Organisation for Economic Co-operation and Development as it integrates a victim-centred approach into the implementation of its 2019 recommendation on ending sexual exploitation, abuse and harassment in development cooperation and humanitarian assistance. It will continue to support the Multilateral Organisation Performance Assessment Network in implementing its indicators that measure progress in the prevention of sexual exploitation, sexual abuse and sexual harassment in multilateral organizations. The Office will strengthen its cooperation with the Global Alliance of National Human Rights Institutions in the areas of advocacy, training and capacity for national actors and support for victims across States and national jurisdictions.
- 1.247 With regard to inter-agency coordination and liaison, the Office will continue to collaborate with the Inter-Agency Standing Committee, including its Champion on protection from sexual exploitation and abuse and sexual harassment, to integrate a strong victim-centred focus into the implementation of its plan to accelerate protection from sexual exploitation and abuse in the national humanitarian response. It will accelerate its work with OHCHR and UNICEF on ways to facilitate legal aid and assistance to victims of sexual exploitation and abuse. The Victims' Rights Advocate will continue to collaborate with the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System on the development and implementation of a victim-centred approach to this misconduct, so that this work is aligned with that on sexual exploitation and abuse.
- 1.248 The Office will continue its cooperation with the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, with the Department of Management Strategy, Policy and Compliance and, in particular, with the Office of Legal Affairs to facilitate the more timely and effective resolution of outstanding paternity/child support claims arising from sexual exploitation and abuse, including through the possible development of a harmonized procedure for handling such claims. The Office will also continue to collaborate with the Department to facilitate the submission of project proposals to the trust fund in support of victims of sexual exploitation and abuse directed at assisting victims in rebuilding their lives. The Office will cooperate with the Development Coordination Office and resident coordinators on their roles and responsibilities with respect to victims' rights and assistance in line with the management and accountability framework of the United Nations development and resident coordinator system.

Evaluation activities

- 1.249 The self-evaluation report on "Pilot mapping of services available and local capacities to assist and support victims of sexual exploitation and abuse", completed in 2020, has guided the proposed programme plan for 2022.

- 1.250 The findings of the self-evaluation referenced above have been taken into account for the proposed programme plan for 2022. For example, the Office will factor in the importance of fostering longer-term relationships with United Nations counterparts and implementing partners on the ground in embedding and encouraging ownership of a system-wide victim-centred approach to addressing sexual exploitation and abuse by extending the length of field visits to allow for broad consultation and involving United Nations partners in all elements of project implementation.
- 1.251 A self-evaluation of the work and impact of the Office, in particular in prioritizing the rights and dignity of victims since its establishment in January 2018, is planned for 2022.

Programme performance in 2020

- 1.252 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Victim-centred approach to securing assistance for victims during the COVID-19 pandemic

- 1.253 New tools to integrate a victim-centred approach into system-wide efforts to prevent and respond to sexual exploitation and abuse were developed to address the risks and challenges presented by COVID-19 and associated mitigation measures in 2020. The Victims Rights' Advocate collaborated with the Inter-Agency Standing Committee on guidance and a checklist to assist United Nations staff and implementing partners on the ground in increasing awareness of risks of sexual exploitation and abuse in the context of the pandemic and of ways to maintain victim support and assistance. Similar documents were prepared with the Under-Secretary-General for Management Strategy, Policy and Compliance, the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and the High Commissioner for Refugees Head on the provision of assistance to victims in the context of COVID-19. Country-specific operational guidance based on these documents was prepared in partnership with the Field Victims' Rights Advocates.
- 1.254 While the Victims' Rights Advocate was unable to implement the Office's operational mandate through field visits in 2020, she increased support to the Advocates and others involved in the system-wide United Nations response to sexual exploitation and abuse in the field. This included regular virtual meetings with Field Victims' Rights Advocates and the Senior Victims' Rights Officers to exchange good practices and address common challenges, online interaction and discussions with chiefs of Conduct and Discipline Teams, and ad hoc meetings with resident coordinator offices and agencies, funds and programmes in the field, providing advice on implementing a victim-centred approach and upholding the rights and dignity of victims during the pandemic. The Victims' Rights Advocate engaged with the Inter-Agency Standing Committee in the context of its task force mission to the Democratic Republic of the Congo related to the allegations of sexual exploitation and abuse during the tenth Ebola response in the country. She also engaged with the Committee in the preparatory phase of a task force mission planned to the Central African Republic. Awareness-raising of the risks and challenges associated with COVID-19 was facilitated by a two-month "call to action" social media campaign through the Office's social media account on protection from sexual exploitation and abuse during COVID-19 directed at United Nations entities and partner organizations.

Progress towards the attainment of the objective, and performance measure

- 1.255 The above-mentioned work contributed to the objective, as demonstrated an enhanced victim-centred approach to addressing specific cases or allegations of sexual exploitation or abuse involving assistance to victims (see table 1.100).

Table 1.100
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
–	–	Enhanced victim-centred approach to addressing specific cases or allegations of sexual exploitation or abuse involving assistance to victims

Impact of COVID-19 on programme delivery

- 1.256 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. COVID-19-related restrictions precluded the Victims' Rights Advocate from implementing her operational mandate through planned field visits to the Democratic Republic of the Congo, Greece, South Sudan and the Sudan or advocacy missions to humanitarian entities in Geneva. The Field Victims' Rights Advocates and the Senior Victims' Rights Officer were unable to meet victims in person, including to arrange assistance. The Victims' Rights Advocate increased support to the Field Victims' Rights Advocates and others involved in the system-wide United Nations response to sexual exploitation and abuse in the field to exchange good practices and address common challenges. These changes had an impact on the programme performance in 2020, as specified in result 1 below.
- 1.257 The Office capitalized on the new ways of working through electronic means, including through virtual platforms, such as webinars and virtual events. These platforms enabled the Office to convene more regular meetings with the Field Victims' Rights Advocates and the Senior Victims' Rights Officer, United Nations entity staff working in peace, humanitarian and development contexts, and civil society. Where the Field Victims' Rights Advocates and the Senior Victims' Rights Officer were unable to reach victims personally, they facilitated support and assistance through outreach to community-based complaints networks/mechanisms and personnel in local field offices, thus assuring victims that they had not been forgotten by the United Nations. These changes had an impact on the programme performance in 2020, as specified in result 1 below.
- 1.258 At the same time, however, the Office identified new activities to mitigate issues related to COVID-19, within the overall scope of its objectives. The Office supported the Field Victims' Rights Advocates and the Senior Victims' Rights Officer in maintaining remote contact with victims and secured psychological, medical and livelihood support for victims, as well as coordinated transportation for others in remote locations so that they could receive immediate medical and psychosocial care, and shelter and protection. Field Victims' Rights Advocates and the Senior Victims' Rights Officer were active in prevention and consciousness-raising through virtual platforms and continued to facilitate the resolution of paternity/child support claims for children born of sexual exploitation and abuse, cooperating with State authorities to secure bank accounts for victims so that maintenance payments from the children's fathers could be received. The Victims' Rights Advocate also contributed to the development of policies and guidance for United Nations actors on the ground to mitigate the impact of COVID-19. These were aimed at reducing risks of sexual exploitation and abuse from the COVID-19 response, increasing protection activities, establishing effective reporting channels, providing support and strengthening inter-agency coordination. These activities contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 1.259 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: victims first at the regional and national levels⁹**Programme performance in 2020**

- 1.260 The Office concluded the mapping of services available to victims of sexual exploitation and abuse in 13 countries, conducted at the request of the Secretary-General, which was intended to identify gaps and assist United Nations entities in strengthening cooperation so that each victim receives the support that they require in line with their individual needs. Through the mapping, the Office identified a lack of legal aid and assistance as a factor compromising the realization of victims' rights and convened, in collaboration with OHCHR and UNICEF, a system-wide consultation on the issue as a basis for the development of recommendations to fill that gap. The Office also began to develop a methodology to seek feedback from victims, which was identified as another gap through the mapping. Other recommendations were made, including adopting a system-wide tracking mechanism for assistance to victims; creating a contingency fund to facilitate support to victims through joint fundraising by United Nations country teams; strengthening protection from sexual exploitation and abuse task forces/networks through dedicated and trained coordinators; developing dedicated services for victims of sexual exploitation and abuse to supplement existing services; and devising a system-wide strategy on protection from sexual exploitation and abuse and a coordinated referral mechanism for assistance to victims. Further recommendations included creating additional Senior Victims' Rights Officer and Field Victims' Rights Advocate posts in the field or designating system-wide focal points for victims' rights to engage with victims directly and to keep them abreast of their cases. Some progress was made in the implementation of those recommendations, and steps to monitor advances have, including through regular surveys, been put in place.
- 1.261 The Office has continued the work related to the protection of victims by organizing and participating in events and webinars to foster an online community of practice among Senior Victims' Rights Officers, Field Victims' Rights Advocates and Protection from Sexual Exploitation and Abuse Coordinators to enable an exchange of good practices and peer-to-peer support to strengthen assistance and support to victims, in particular in the light of the challenges presented by COVID-19.
- 1.262 The above-mentioned work contributed to an increased awareness by all the United Nations system entities and other stakeholders of the need to designate a focal point for victims' rights to serve as a main point of contact for victims, which did not meet the planned target of the creation of a network of victims' rights focal points to integrate a victim-centred approach system-wide and improve responses to victims' rights and assistance through the development and implementation of relevant strategies, programmes and activities, reflected in the proposed programme budget for 2020. Liquidity constraints had an impact because the Office operated at reduced capacity and planned travel to field settings crucial for advocacy purposes could not be undertaken prior to the onset of COVID-19. The achievement of a system-wide approach, the designation of victims' rights focal points and the establishment of a network require the commitment of United Nations entities in the field and further advocacy is required to explain the benefits of victims' rights focal points and their efficacy.

Proposed programme plan for 2022

- 1.263 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will continue to advocate the designation of victims' rights focal points and the creation and consolidation of a network and take proactive steps to encourage implementation of the priority recommendations of the mapping project and the system-wide consultation held on the provision of legal aid for victims of sexual exploitation and abuse. The expected progress is presented in the performance measure below (see table 1.101).

⁹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 1)).

Table 1.101
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Four field victims' rights advocates in place, in the United Nations Mission for Justice Support in Haiti, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and the United Nations Mission in South Sudan	Designation of additional victims' rights focal points in a number of countries and settings	Increased awareness by all United Nations system entities and other stakeholders of the need for designating a focal point for victims' rights to serve as a main point of contact for victims	Network of victims' rights focal points consolidated and extended across peace operations, humanitarian and development settings Recommendations resulting from the mapping exercise considered at the field level and priorities set for implementation of a system-wide victim-centred approach Social media presence established by missions to enhance advocacy efforts and improve dissemination of information for victims of sexual exploitation and abuse	Institutionalization of a network of victims' rights focal points through adequate funding and resources across peace operations, and humanitarian and development settings Adoption of proactive steps to implement the priority recommendations resulting from the mapping exercise and the system-wide consultation on the provision of legal aid for victims of sexual exploitation and abuse

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: enhancement of a system-wide victim-centred approach¹⁰

Programme performance in 2020

- 1.264 The Office organized a webinar to discuss the findings and recommendations of the mapping project with representatives of United Nations entities. The Victims' Rights Advocate disseminated the results, captured in individual country profiles, to United Nations leadership in the 13 countries mapped, as well as to the Inter-Agency Standing Committee. Summaries of the profiles, along with recommendations, were made available on the Office's web page and through its Twitter account to highlight the collective action required to enhance a system-wide victim-centred approach to addressing sexual exploitation and abuse.
- 1.265 The Office continued to strengthen understanding of the content of a victims' rights approach and its implications for programming and other action on the ground. The Victims' Rights Advocate led formal consultations with United Nations entities on a draft victims' rights statement, which outlines the rights of victims of sexual exploitation and abuse perpetrated by United Nations staff and related personnel. The statement, intended to serve as a common point of reference for all personnel working under the United Nations flag and guidance for victims so that they understand their rights, underscores the Office's commitment to enhancing a system-wide victim-centred approach to putting victims' rights and dignity first. The Office also began to develop complementary guidance material for United Nations staff

¹⁰ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 1)).

and personnel. It also expanded its partnership with external stakeholders, including national human rights institutions through the Global Alliance of National Human Rights Institutions, in order to strengthen collaboration to enhance assistance and support for victims of sexual exploitation and abuse.

- 1.266 The Office has, in collaboration with the Development Coordination Office, continued the work related to raising awareness and advising resident coordinator offices, humanitarian country teams and regional protection from sexual exploitation and abuse networks on the provision of support and assistance to victims.
- 1.267 In cooperation with other departments and United Nations entities, in particular the Conduct and Discipline Service of the Department of Management Strategy, Policy and Compliance and the Office of Legal Affairs, the Office continued to develop harmonized approaches to and procedures for paternity/child support claims (from reporting to outcome), including procedures for communicating with victims/claimants.
- 1.268 The Office strengthened its communications and advocacy efforts on the importance of a system-wide victim-centred approach, including by raising awareness of the role of the Victims' Rights Advocate and Senior Victims' Rights Officers and Field Victims' Rights Advocates through its web page and the launch and maintenance of a social media platform on Twitter. This, among other things, featured short interviews with the advocates on their achievements and challenges, "call-to-action" cards and end-of-year scorecards highlighting steps taken to assist victims.
- 1.269 The above-mentioned work contributed to the understanding by all the United Nations system entities and other stakeholders of the importance of the deployment of dedicated advocates for victims of sexual exploitation and abuse on the ground, which did not meet the target of dedicated Senior Victims' Rights Officers operating in four countries, reflected in the proposed programme budget for 2021. The vacant Senior Victims' Rights Officer posts in the Central African Republic and the Democratic Republic of the Congo could not be filled as a result of delays in recruitment and onboarding, including as a result of the impact of COVID-19. The freeze on the recruitment of regular budget positions due to the liquidity constraints precluded filling the position in Haiti.

Proposed programme plan for 2022

- 1.270 The Office will continue the work related to the planned result, in line with its mandate. To contribute to the objective, the Office will step up its advocacy with United Nations system-wide entities to encourage them to develop and implement an aligned victim-centred approach in their work to prevent and respond to sexual exploitation and abuse, including through the designation of victims' rights advocates and/or focal points. The expected progress is presented in the performance measure below (see table 1.102).

Table 1.102
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Four Field Victims' Rights Advocates to act as the primary contact for victims on the ground, while maintaining their other functions in place, in the Central African Republic, the Democratic Republic	Two Field Victims' Rights Advocates and two Senior Victims' Rights Officers consolidate their work	Understanding by all the United Nations system entities and other stakeholders of the importance of deployment of dedicated advocates for victims of sexual exploitation	Overarching policy on the meaning of the victims' rights approach in respect of sexual exploitation and abuse adopted and related implementation guidelines formulated	Adoption of a network of senior victims' rights officers/field victims' rights advocates and victims' rights focal points created, consolidating a victim-centred approach in the field

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
of the Congo, Haiti and South Sudan		and abuse on the ground		

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: victims know their rights and how to claim them

Proposed programme plan for 2022

- 1.271 The Office of the Victim's Rights Advocate has advocated before a broad range of stakeholders to present ways to prioritize the rights and dignity of victims of sexual exploitation and abuse perpetrated by United Nations personnel, including through the development of a statement on victims' rights with United Nations entities that is designed to ensure that victims know and understand their rights and serve as a common point of reference for all personnel. Through her personal contact with victims, the Victims' Rights Advocate has found that their feedback on support and assistance is rarely sought and, accordingly, is developing a methodology, tailored to country and cultural contexts, for gathering such feedback so that responses to sexual exploitation and abuse reflect victims' perspectives. The statement on victims' rights will be finalized in 2021. Going forward, the Office plans to develop versions of the statement in plain language, child-friendly language, disability-inclusive formats and in multiple languages. The Office will also seek to ensure the adoption and wide dissemination of the statement and accompanying guidelines by United Nations actors across the system, while the methodology on victims' feedback will be piloted in selected countries in 2022. Tangible progress has also been made by the Office through successive rounds of consultations and bilateral meetings with the United Nations towards reaching a consensus on the principles underlying a victim-centred and rights-based approach that can be endorsed by the High-level Steering Group on preventing sexual exploitation and abuse.

Lessons learned and planned change

- 1.272 The lesson for the Office was that the formulation of an aligned victim-centred and rights approach agreed across the United Nations system requires sustained engagement across the peace, humanitarian and development pillars. Another lesson for the Office is that victims are unlikely to come forward unless they are confident that they will be protected and their views and rights respected. In applying the lesson, the Office will step up its formal and informal advocacy using multiple platforms to disseminate the statement on victims' rights. It will deepen its contact with victims, so that their views are prioritized in the development of policy and programmes. The Office will also mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic.

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

- 1.273 This work is expected to contribute to the objective, as demonstrated by increased awareness by victims of their rights and how to claim them, and the adoption by United Nations system actors of revised guidance and practices on the provision of assistance that incorporate in full victims' perspectives and priorities (see table 1.103).

Table 1.103
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	Workshop on best practices and lessons learned organized with national and regional experts on victims' rights and first draft of victims' rights statement developed	Consultations with nominated representatives of United Nations system-wide entities result in consensus on revised draft victims' rights statement Development of methodology to seek feedback from victims about their experiences receiving assistance and support initiated	Victims' rights statement endorsed by the High-level Steering Group on preventing sexual exploitation and abuse Guidelines for United Nations personnel to accompany victims' rights statement developed Methodology to seek feedback from victims about their experiences receiving assistance and support developed	Increased awareness by victims of their rights and how to claim them Adoption by United Nations system actors of revised guidance and practices on provision of assistance that incorporate in full victims' perspectives and priorities

Legislative mandates

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

General Assembly resolutions

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

Deliverables

1.275 Table 1.104 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.104

Office of the Victims' Rights Advocate: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	2	4	2	4
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	2	1	2
2. Meetings of the Fifth Committee	1	2	1	2

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. Victims' rights services and approaches available throughout the United Nations system mapped	1	1	1	1
Seminars, workshops and training events (number of days)	2	3	3	3
4. Workshops with international and regional organizations, regional and national human rights institutions and regional and national victims' rights advocates/commissioners	2	3	3	3
Publications (number of publications)	2	2	2	2
5. Annual report on the work of the Victims' Rights Advocate	2	1	2	1
6. Mapping of victims' rights services and approaches available across the United Nations	—	1	—	1
Technical materials (number of materials)	2	2	2	2
7. Concept notes on challenges to victims of sexual exploitation and abuse	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to Members States; and webinars with universities and academic institutions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: awareness-raising, training and educational materials on victims' rights.				
External and media relations: media interviews, opinion pieces, press releases and expert articles.				
Digital platforms and multimedia content: update and maintenance of website and social media on areas of work.				

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.276 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.105 to 1.107.

Table 1.105

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	651.2	790.5	—	—	—	—	—	790.5
Consultants	11.0	—	—	—	—	—	—	—
Travel of staff	0.4	42.4	—	—	—	—	—	42.4
Contractual services	5.5	8.3	—	—	—	—	—	8.3
General operating expenses	5.0	1.8	—	—	—	—	—	1.8
Supplies and materials	—	1.8	—	—	—	—	—	1.8
Total	673.0	844.8	—	—	—	—	—	844.8

Table 1.106

Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)
Post changes	—	
Proposed for 2022	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)

Table 1.107

Proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
P-4	1	—	—	—	—	1
P-3	1	—	—	—	—	1
Subtotal	3	—	—	—	—	3
General Service and related						
GS (OL)	1	—	—	—	—	1
Subtotal	1	—	—	—	—	1
Total	4	—	—	—	—	4

Part I Overall policymaking, direction and coordination

- 1.277 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.108 to 1.110 and figure 1.XVIII.
- 1.278 As reflected in tables 1.108 (1) and 1.109, the overall resources proposed for 2022 amount to \$844,800 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.108

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Programme of work	673.0	844.8	–	–	–	–	–	844.8
Subtotal, 1	673.0	844.8	–	–	–	–	–	844.8

(2) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Programme of work	192.8	100.0	(100.0)	(100)	–
Subtotal, 2	192.8	100.0	(100.0)	(100)	–
Total	865.8	944.8	(100.0)	(10.6)	844.8

Table 1.109

Proposed posts for 2022 by source of funding and component

(Number of posts)

Regular budget

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	4	–	–	–	–	4
Total	4	–	–	–	–	4

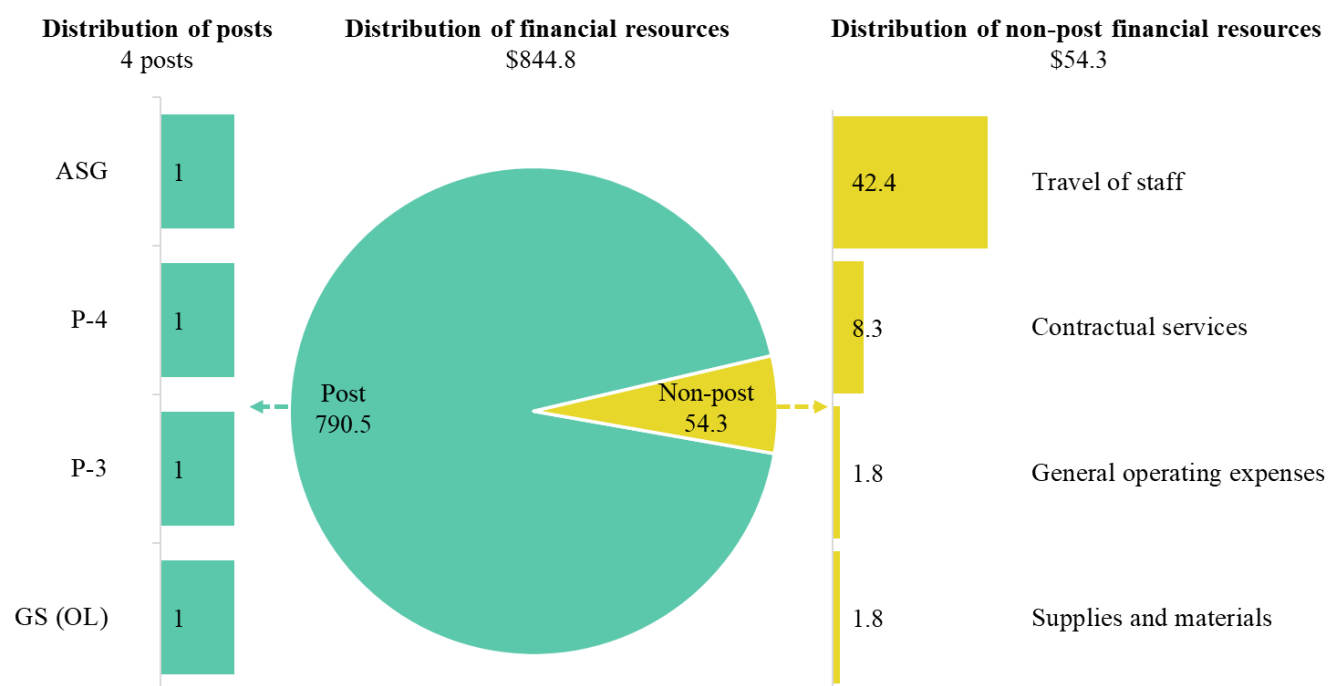
Table 1.110
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	651.2	790.5	—	—	—	—	—	790.5	
Non-post	21.9	54.3	—	—	—	—	—	54.3	
Total	673.0	844.8	—	—	—	—	—	844.8	
Post resources by category									
Professional and higher		3	—	—	—	—	—	3	
General Service and related		1	—	—	—	—	—	1	
Total		4	—	—	—	—	—	4	

Figure 1.XVIII
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.279 As reflected in table 1.108 (2), the Office does not expect to receive extrabudgetary contributions in 2022, owing to the anticipated completion in 2021 of the project “Putting the victim at the centre: operationalizing a victim-centred approach to assist and support victims of sexual exploitation and abuse, and sexual harassment”.

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

- 1.280 Information on compliance with the advance booking for air travel is reflected in table 1.111. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.111

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Air tickets purchased at least 2 weeks before the commencement of travel	27.3	100	100	100

VIII. Office of the United Nations Ombudsman and Mediation Services

Foreword

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

In that context, my mission as the United Nations Ombudsman is to support a positive and enabling work environment for all United Nations staff so that they can do their work with minimal interruption and maximum attention in delivering the mandates entrusted to them by Member States. My experience, however, tells me that a significant amount of time in the workplace is spent on dealing with interpersonal conflict, miscommunication or negative behaviours such as abuse of authority, allegations of discrimination and harassment at all levels. In 2020, this was compounded by the effects of a global pandemic affecting the mental health of staff. This has a negative impact on an organization and can pose a significant threat to its ability and capacity to implement its mandates.

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

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

In 2022, we will continue to provide staff members with a safe space, a confidential ear, a neutral listener and an independent person to help to identify options for solutions. This is all the more important as staff will need to adjust and make the transition to the new normal after the COVID-19 pandemic. I and my team stand ready to help staff and the Organization to stay effective and productive in these challenging times.

My vision for 2022 is that my Office will respond to all requests for informal conflict resolution in a timely manner, maximizing the use of resources and finding innovative ways to serve United Nations staff around the globe. At the same time, my team will support staff in building the skills necessary for effective conflict management and provide systematic feedback to effect more sustainable improvements in the workplace.

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

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 1.281 The Office of the United Nations Ombudsman and Mediation Services is responsible for providing confidential, impartial and independent conflict resolution services to address work-related issues of staff members, upon request. In doing so, the United Nations Ombudsman makes an essential contribution to making the Organization a productive, healthy and enabling workplace.
- 1.282 The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [55/258](#) and [56/253](#). The Office was further strengthened by the Assembly, pursuant to its resolutions [61/261](#) and [62/228](#), to create an integrated and geographically decentralized Office. In paragraph 16 of its resolution [73/276](#), the Assembly requested the Secretary-General to establish, within existing resources, a pilot project to offer access to informal dispute resolution services to non-staff personnel. In paragraph 19 of its resolution [75/248](#), the Assembly encouraged the Secretary-General to continue the pilot project whereby non-staff personnel are offered access to services provided by the Office within its existing resources, and requested the Secretary-General to report thereon in his next report.

Programme of work

Objective

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

Strategy

- 1.284 To contribute to the objective, the Office will continue to provide conflict resolution services to United Nations personnel globally in three core areas: case intervention, systematic feedback and conflict prevention through capacity-building aimed at managing conflict effectively. The Office will continue to focus its resources on activities aimed at reducing the occurrence of unproductive and unhealthy workplace conflict, thus reducing the exposure of the Organization to unnecessary litigation and productivity risks.
- 1.285 For 2022, the main strategic focus of the Office will be on providing greater access to conflict resolution services to personnel, irrespective of location. Services will be provided in all six official languages of the United Nations, ensuring access for all staff members to the informal pillar of the administration of justice, in line with paragraph 4 of General Assembly [75/248](#). The Office will continue to mainstream the mediation function, to the extent possible, into the work of the regional branches and ensure the overall efficiency and effectiveness of delivering a comprehensive suite of conflict resolution services to United Nations personnel globally.
- 1.286 Another area of focus for 2022 will be on addressing conflict at an early stage to prevent the potential escalation of workplace issues to more costly redress mechanisms. To this end, the Office will continue the delivery of the Dignity through Civility workshops in support of the civility initiative of the Secretary-General. Moreover, in support of his new initiative against racism in the workplace and in support of the work of the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations, established in 2020, the Office will continue to promote and facilitate dialogue among staff to raise awareness and increase understanding of the various aspects of this difficult subject.

- 1.287 The Office plans to support its clients on issues related to COVID-19 by continuing to raise awareness of the systemic issues and challenges faced by staff and management during challenging periods, and to support staff and managers in the resolution of workplace concerns linked to the pandemic.
- 1.288 The above-mentioned work is expected to result in a more harmonious work environment for United Nations personnel and contribute to productivity and the more effective functioning of the Organization.
- 1.289 The planned support on workplace issues related to COVID-19 is expected to result in a greater understanding by staff and managers of the challenges that the pandemic posed for the workplace and will contribute to a more collective approach to addressing them, both at the working and institutional level.

External factors for 2022

- 1.290 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
 - (a) Staff members, including those in supervisory functions, avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;
 - (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
 - (c) Caseload trends remain stable.
- 1.291 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 are feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 1.292 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office will continue to integrate a gender perspective into the provision of conflict resolution services and the identification of systemic issues to provide feedback on gender inequities, as observed in cases brought forward. The Office also compiles gender-disaggregated data.
- 1.293 With regard to cooperation with other entities and inter-agency coordination and liaison, the Office will continue to cooperate with the ombudsmen and mediators of the United Nations system so as to contribute to improved system-wide cohesion and impact in the area of conflict resolution in the workplace. The Office will also focus on building stronger collaboration with the formal system of the administration of justice and to explore opportunities for more referrals from the formal to the informal pillar.

Evaluation activities

- 1.294 The self-evaluation on client satisfaction conducted by the Office in 2020 has guided the proposed programme plan for 2022.
- 1.295 The findings of the self-evaluation referenced above have been taken into account for the proposed programme plan for 2022. For example, the survey results have pointed to the need for engaging in sustained and periodic awareness-raising and outreach efforts with all constituencies so that incoming or new staff and managers on teams are aware of the availability of the informal services of the Office.
- 1.296 A self-evaluation on client satisfaction is planned for 2022.

Programme performance in 2020

- 1.297 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased informal conflict resolution through virtual means

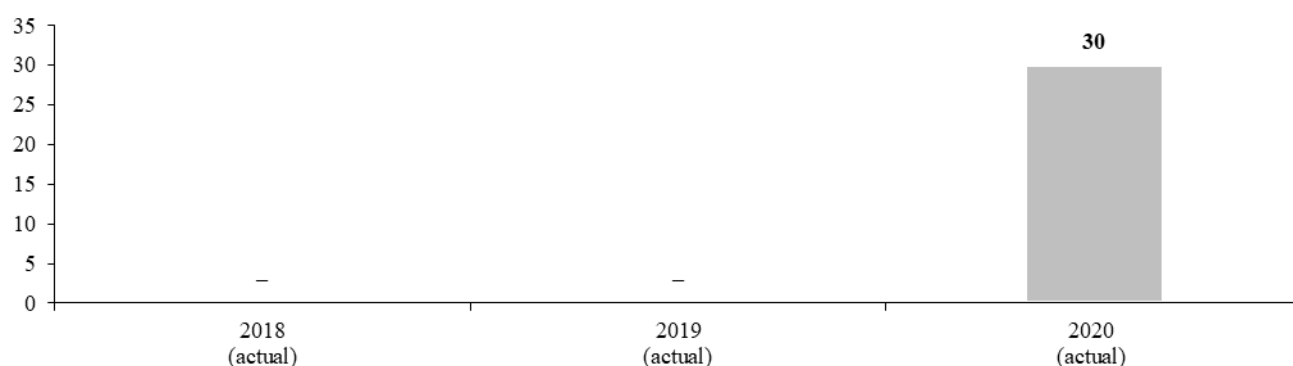
- 1.298 The Office introduced a robust virtual outreach plan to connect with staff globally and to raise awareness regarding the services that it provides. Through the outreach plan, the Office connected with a significant number of staff. As a tool for public outreach, the virtual platform exceeded expectations and will likely be adopted as a regular activity for the Office. Although the use of virtual platforms is effective for outreach efforts, in terms of handling individual cases it has not been as effective because some staff were reluctant to use the platform to discuss their sometimes very difficult concerns, while some other staff were not able to benefit from the platforms owing to limited Internet and connectivity challenges.
- 1.299 The Office also introduced virtual fireside chats to proactively reach out to managers and explore opportunities to best support them through virtual means during the pandemic. Initial feedback was extremely positive, given that the managers contacted, confronted with the unprecedented challenges posed by the COVID-19 pandemic, appreciated the outreach effort. Furthermore, the Office issued a general message to all senior managers in which it highlighted the challenges faced by staff and managers alike as they made the transition to teleworking arrangements. The message also highlighted the necessity of increasing the focus on duty of care during this challenging period. Through those efforts, the Office was able to ensure continuity in providing conflict resolution.

Progress towards the attainment of the objective, and performance measure

- 1.300 The above-mentioned work contributed to the objective, as demonstrated by the number of virtual missions conducted in 2020 (see figure 1.XIX).

Figure 1.XIX

Performance measure: number of virtual missions conducted in 2020



Impact of COVID-19 on programme delivery

- 1.301 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. It had to cancel and postpone in-person mission visits to provide informal conflict resolution services to staff and cancel in-person outreach activities during the initial phase of the pandemic. The Office also put in place virtual missions and workshops in lieu of in-person activities, which were tested in several stages and subsequently used as an alternative and interim measure to overcome the challenges posed by the travel restrictions in place for the duration of the pandemic period. Furthermore, the Office introduced a new initiative (virtual fireside chats) to reach out to managers to encourage them to share their specific challenges, and to jointly explore with them

possible coping options during the period. The modified activities contributed to results in 2020, as specified in the emerging result for 2020 above.

- 1.302 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Office will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. The Office will continue to use digital communications, virtual platforms and town hall meetings to strengthen its outreach activities, where feasible. Preliminary findings have indicated that, while the use of virtual platforms has, for example, allowed for greater participation in town hall meetings, its effectiveness to provide conflict resolution services is limited. For example, the virtual space does not provide the same comfort level and safe space that staff had come to expect from in-person interaction in discussing their often very sensitive workplace concerns. This new approach also makes the informal process lengthier and more time-consuming, as well as very difficult in terms of conducting conflict interventions with larger groups. Moreover, employees who do not have access to communications equipment or reliable Internet access have been disadvantaged because they have not been able to benefit from the virtual services. Notwithstanding, in respect of outreach services, the use of virtual platforms has been effective.

Planned results for 2022

- 1.303 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: increased awareness and skill sets to foster civility in the workplace¹¹

Programme performance in 2020

- 1.304 The Office continued to deliver events on its signature Dignity through Civility campaign throughout 2020. The Office also worked with the Ethics Office to develop materials for the 2020 Leadership Dialogue topic, “Acknowledging dignity through civility: how can I communicate for a more harmonious workplace?”, effectively achieving the performance measure of putting guidelines in place for heads of entities to enable effective conversations around civility. Furthermore, the Office acted promptly to acquire the skills and tools to adapt its offerings to the online world and continued to deliver the “civility cafés” during the COVID-19 pandemic. To contribute to an organizational culture based on civility, dignity, respect and inclusion, the Office, in the third quarter of 2020, responded to organizational needs and developed dialogues about racism in the United Nations workplace as an additional offering.
- 1.305 The Office also continued its activities in support of the civility initiative of the Secretary-General, in line with its mandate, by continuing to raise staff awareness and to provide practical support. The Office conducted 63 civility campaign events in 2020, reaching more than 1,600 people in more than 28 duty stations in 5 languages. This included 30 civility, communications and community workshops and 33 civility cafés. The Leadership Dialogue was made available to all staff of the Secretariat. In addition, by the end of 2020, more than 300 staff members had participated in the dialogues about racism in the United Nations workplace. Moreover, the Office contributed to the development of the “United to respect” initiative and engaged actively in the discussions on the implementation of the United Nations System Mental Health and Well-being Strategy.
- 1.306 The above-mentioned work contributed to increased awareness and skill sets of United Nations staff to foster civility in the workplace, which met the planned target, reflected in the proposed programme budget for 2020.

¹¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 1)).

Proposed programme plan for 2022

- 1.307 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the Office's work will evolve to include activities in support of the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations. The expected progress is presented in the updated performance measure below (see table 1.112).

Table 1.112
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Feedback received from respondents	Consensus in the Organization to make civility a priority	Increased awareness and skill sets to foster civility in the workplace	Roll-out of global team site (online collaboration tool) with toolkits and communication materials	Increase awareness of staff to uphold the principle of dignity, outlined in the Charter of the United Nations, in their daily interaction and their performance output

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: improved access to mediation services¹²

Programme performance in 2020

- 1.308 The Office continued to focus its resources on activities aimed at reducing the occurrence of unproductive and unhealthy workplace conflict, thus reducing the exposure of the Organization to unnecessary litigation and productivity risks. In response to the challenges posed by the COVID-19 pandemic, the Office quickly adapted its business model from its focus on in-person engagement to a virtual platform, to enable uninterrupted continuity in the delivery of services to staff. Furthermore, the Office significantly increased its outreach efforts through virtual town hall meetings at the global and regional levels to create greater awareness and to remind staff that the Office remained accessible throughout the pandemic.
- 1.309 The Office also continued the work related to increasing access to conflict resolution services to field-based staff, with the specific objective of increasing the use of mediation services. To this effect, the Office has requested further decentralization of its dedicated resources for mediation by mainstreaming the mediation function into the operations of the regional branches where the United Nations Dispute Tribunals are located.
- 1.310 The above-mentioned work contributed to the increase in the number of mediations done through a decentralization of services to 135, which exceeded the planned target of 110 mediations, reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

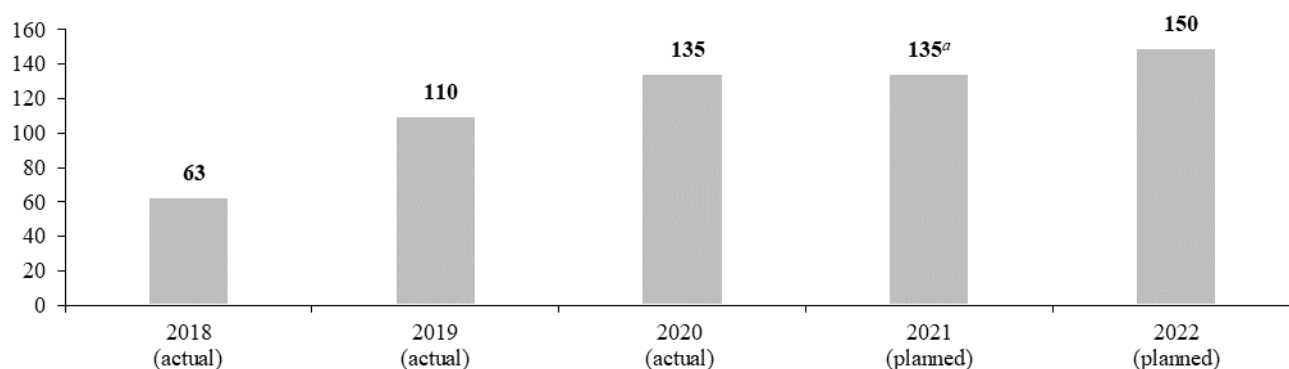
- 1.311 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will continue to focus on a regional approach to delivering mediation services, which will contribute to the overall efficiency and effectiveness of delivering a comprehensive suite of conflict resolution services to United Nations staff globally. The

¹² As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 1)).

Office also plans to focus its work on greater collaboration with the United Nations Dispute Tribunals to increase the referrals from the formal to the informal pillar. The expected progress is presented in the performance measure below (see figure 1.XX).

Figure 1.XX

Performance measure: number of mediations done through a decentralization of services (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: increased access of services to field-based staff

Proposed programme plan for 2022

- 1.312 In response to the General Assembly's request to provide more services to field-based staff, the Office began a process of realignment of its resources, with a focus on creating greater capacity in the field. For example, the Office established a physical presence in West Africa through the creation of a sub-office embedded within the United Nations Multidimensional Integrated Stabilization Mission in Mali.

Lessons learned and planned change

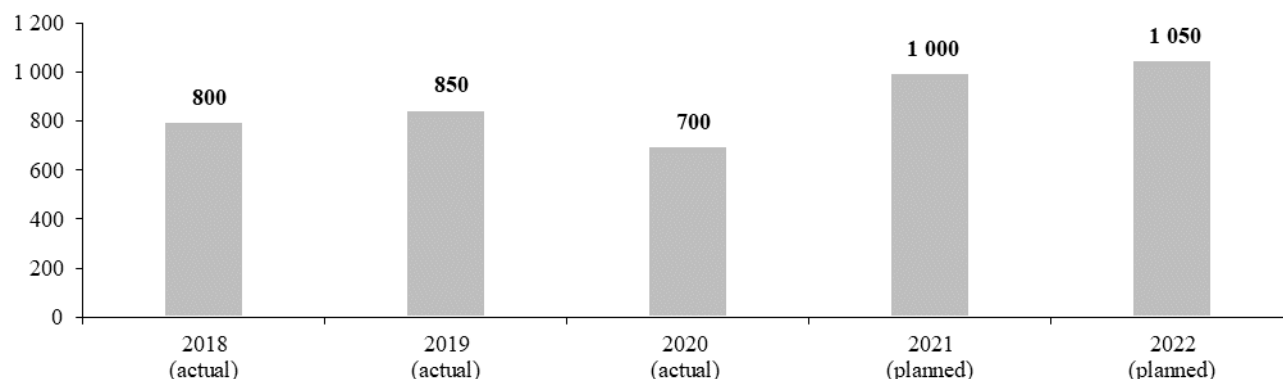
- 1.313 The lesson for the Office was that the closer the Office can deliver its services to staff, the more effective it can be, including through use of virtual platforms. In applying the lesson, the Office will continue to make full use of virtual platforms and breakout rooms for smaller groups to create a safe zone that would foster discussion with staff in the field. The review of the ways in which the Office provides such services is expected to continue in 2022 and beyond to explore additional opportunities for the ongoing decentralization efforts.

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

- 1.314 This work is expected to contribute to the objective, as demonstrated by the projected increase in the number of informal conflict resolution cases in field missions by 2022 (see figure 1.XXI).

Figure 1.XXI

Performance measure: number of informal conflict resolution cases in field missions



Legislative mandates

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

General Assembly resolutions

55/258	Human resources management	65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
56/253	Questions relating to the proposed programme budget for the biennium 2002–2003		
62/228	Administration of justice at the United Nations	73/276; 74/258; 75/248	Administration of justice at the United Nations

Deliverables

1.316 Table 1.113 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.113

Office of the United Nations Ombudsman and Mediation Services: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report to the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
3. Meetings of the Fifth Committee	3	3	3	3
4. Meetings of the Sixth Committee	1	1	1	1
E. Enabling deliverables				
Internal justice and oversight: in-person and remote informal dispute resolution services for staff; analysis of the root causes of conflict and the provision of upward feedback on systemic issues for the improvement in workplace conditions; awareness-raising and conflict competence-building activities, including informational sessions, thematic and interactive panel discussions and workshops; and maintenance of website in six languages and the distribution of printed resource materials on conflict resolution.				

B. Proposed post and non-post resource requirements for 2022

Overview

1.317 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.114 to 1.116.

Table 1.114
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Post	3 741.6	3 775.0	(116.9)	—	—	(116.9) (3.1)	3 658.1
Other staff costs	—	102.7	—	—	—	—	102.7
Consultants	19.0	33.7	—	—	—	—	33.7
Travel of staff	3.5	49.4	—	—	—	—	49.4
Contractual services	79.0	66.0	—	—	—	—	66.0
General operating expenses	30.8	42.6	—	—	—	—	42.6
Supplies and materials	1.5	10.7	—	—	—	—	10.7
Furniture and equipment	6.9	2.0	—	—	—	—	2.0
Total	3 882.3	4 082.1	(116.9)	—	—	(116.9) (2.9)	3 965.2

Table 1.115
Proposed posts and post changes for 2022^a

(Number of posts)

	Number	Details
Approved for 2021	22	1 ASG, 2 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL
Abolishment	(1)	1 D-1 post that was approved for 9 months in 2021
Proposed for 2022	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL

^a More information on post changes is reflected in annex III.

Table 1.116
Proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
D-1	2	(1)	—	—	(1)	1
P-5	7	—	—	—	—	7
P-4	2	—	—	—	—	2
P-3	2	—	—	—	—	2
Subtotal	14	(1)	—	—	(1)	13

Part I Overall policymaking, direction and coordination

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	5	—	—	—	—	5
LL	3	—	—	—	—	3
Subtotal	8	—	—	—	—	8
Total	22	(1)	—	—	(1)	21

1.318 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.117 to 1.119 and figure 1.XXII.

1.319 As reflected in tables 1.117 (1) and 1.118 (1), the overall resources proposed for 2022 amount to \$3,965,200 before recosting, reflecting a net decrease of \$116,900 (or 2.9 per cent) compared with the appropriation for 2021. Resource changes relate to technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.117

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Programme of work	3 882.3	4 082.1	(116.9)	–	–	(116.9)	(2.9)
Subtotal, 1	3 882.3	4 082.1	(116.9)	–	–	(116.9)	(2.9)

(2) *Other assessed*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Programme of work	1 944.0	2 615.8	37.9	1.4	2 653.7
Subtotal, 2	1 944.0	2 615.8	37.9	1.4	2 653.7

(3) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Programme of work	34.4	225.0	–	–	225.0
Subtotal, 3	34.4	225.0	–	–	225.0
Total	5 860.7	6 922.9	(79.0)	(1.1)	6 843.9

Table 1.118
Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) Regular budget

Component	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	22	(1)	–	–	(1)	21
Subtotal, 1	22	(1)	–	–	(1)	21

(2) Other assessed

Component	2021 estimate	Change	2022 estimate
Programme of work	9	–	9
Subtotal, 2	9	–	9
Total	31	(1)	30

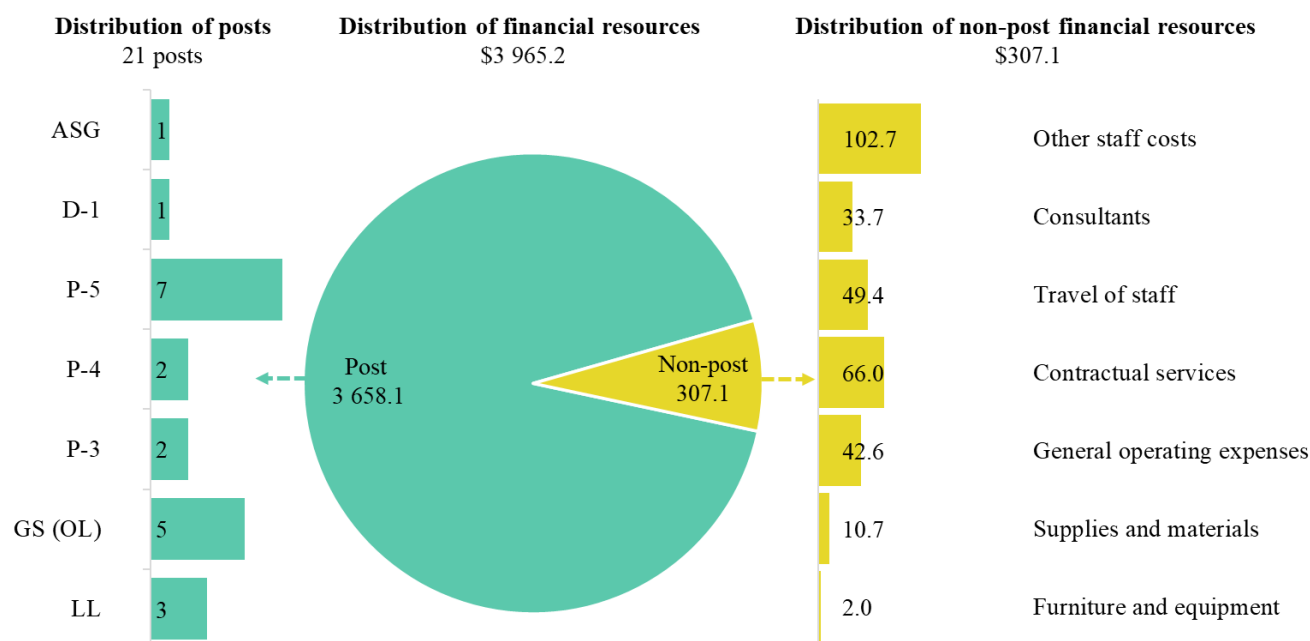
Table 1.119
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 741.6	3 775.0	(116.9)	–	–	(116.9)	(3.1)	3 658.1
Non-post	140.6	307.1	–	–	–	–	–	307.1
Total	3 882.3	4 082.1	(116.9)	–	–	(116.9)	(2.9)	3 965.2
Post resources by category								
Professional and higher		14	(1)	–	–	(1)	(7.1)	13
General Service and related		8	–	–	–	–	–	8
Total		22	(1)	–	–	(1)	(4.5)	21

Figure 1.XXII
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

- 1.320 As reflected in tables 1.117 (1) and 1.118 (1), resource changes reflect a net decrease of \$116,900, owing to the removal of an amount equivalent to nine months of the resources for the post of Chief of Mediation Office (D-1), in accordance with the decision of the General Assembly, in its resolution [75/252](#), to retain the post until the incumbent's mandatory retirement. The reduction is offset in part by the delayed impact of a new post of Conflict Resolution Officer (P-3) that was established in 2021 with a vacancy rate of 50 per cent.

Other assessed and extrabudgetary resources

- 1.321 As reflected in tables 1.117 (2) and 1.118 (2), projected other assessed resources for 2022 of \$2,653,700, including nine posts (3 P-5, 1 P-4, 2 P-3, 2 Field Service and 1 General Service (Other level)), will be utilized to provide conflict resolution services to peacekeeping personnel in the field and to carry out a broad review and analysis of systemic issues arising from the peacekeeping missions. This reflects an increase of \$37,900 compared with the estimate for 2021, owing mainly to the adjustments in the standard costs for posts, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 ([A/75/785](#)). Other assessed resources represent 38.8 per cent of the total resources for this section.
- 1.322 As reflected in table 1.117 (3), the Office expects to continue to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2022, extrabudgetary resources are estimated at \$225,000 and would be used to provide conflict resolution services to International Court of Justice, World Meteorological Organization and Development

Section 1 Overall policymaking, direction and coordination

Cooperation Office staff in accordance with the memorandum of understanding. Extrabudgetary resources represent 3.3 per cent of the total resources for this section.

- 1.323 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.324 Information on compliance with the timely submission of documentation and advance booking of air travel is reflected in table 1.120. Efforts undertaken by the Office to further enhance the rate of compliance with the advance booking of air travel policy are the preparation of travel plans on a semi-annual basis and closely monitoring advance booking for each instance of travel by air.

Table 1.120

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	20	86	100	100

IX. Office of Administration of Justice

Foreword

Over the course of 2022, the Office of Administration of Justice will continue to coordinate the proper functioning of the formal elements of the internal justice system and ensure that it operates in a fair, efficient and transparent manner.

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

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

The United Nations is committed to supporting Member States in achieving the Sustainable Development Goals aimed at ending poverty, protecting the planet and ensuring prosperity for all. The impact of the COVID-19 pandemic has been vast and global, and the United Nations, including the Office of Administration of Justice, like many others, has had to adapt to ensure that the Organization can continue to deliver on its mandates and support Member States in their response and recovery efforts. To this end, the Organization requires highly engaged staff, with access to a well-functioning internal justice system that adequately addresses employment-related disputes. An effective administration of justice system will provide timely delivery of a high quality of justice and ensure respect for the rights and obligations of staff and the accountability of staff and managers alike, as envisaged by the General Assembly. This helps the United Nations to fulfil its promise to humankind.

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

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 1.325 The Office of Administration of Justice is responsible for the overall coordination of the formal system of administration of justice and for contributing to its functioning, in a fair, transparent and efficient manner. The mandate of the Office derives from relevant General Assembly resolutions and/or decisions, including resolutions [61/261](#), [62/228](#) and [63/253](#), which established a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice, and placed an emphasis on the need to ensure the fair and just treatment of United Nations staff and the accountability of managers and staff alike. In furtherance of Assembly resolutions [73/276](#), [74/258](#) and [75/248](#), a continued expansion of outreach and communication strategies is foreseen in order to provide increased awareness of and access to workplace dispute resolution mechanisms, with a focus on field missions and offices.

Programme of work

Objective

- 1.326 The objective, to which the Office contributes, is to improve access to justice, in particular to jurisprudence and to ensure respect for the rights and obligations of staff members, and the accountability of managers and staff members alike through the efficient and effective functioning of the internal justice system.

Strategy

- 1.327 To contribute to the objective, the Office will continue to provide easy access to jurisprudence through the website of the United Nations internal justice system and the improved searchable digest of case law.
- 1.328 In addition, the Office will continue to provide legal advice and assistance and, where appropriate, legal representation to staff.
- 1.329 Furthermore, the Office will continue to enhance the case management systems and continue to provide substantive, technical and administrative support to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal.
- 1.330 The Office plans to support access to the Tribunals by continuing to adapt its operations to virtual court sessions and remote work, when required.
- 1.331 The above-mentioned work is expected to result in:
- (a) Improved decision-making by managers;
 - (b) Increased access to information on when and how to pursue a claim before the United Nations Dispute Tribunal;
 - (c) Effective dispute resolution;
 - (d) More expedient processing of cases.

External factors for 2022

- 1.332 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;
 - (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
 - (c) Caseload remains stable;
 - (d) Staff members in remote locations have Internet connectivity to file electronically.
- 1.333 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 1.334 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Accordingly, the Office advises the Secretary-General on systemic issues relating to the administration of internal justice and recommends changes that would improve the functioning of the system. The Office would therefore identify any systemic issues concerning gender inequality in access to the internal justice system and recommend remedial action. The Office also has a gender team that supports it in ensuring implementation of the system-wide strategy on gender parity and supports an enabling work environment for all staff, regardless of gender.
- 1.335 With regard to disability inclusion, the Office will work with the Office of Information and Communications Technology to ensure that the future iteration of the website of the internal justice system includes accessibility features that benefit users with temporary or long-term disabilities.
- 1.336 With regard to inter-agency coordination and liaison, the Office launched a comprehensive outreach strategy to provide staff with improved access to information and resources to resolve workplace grievances. In order to continue to implement this strategy and reach out to the largest number of staff members possible, in particular in locations away from Headquarters, the Office intends to work collaboratively with a number of entities and relevant offices in the separately administered funds, programmes and entities. The Office will also continue to coordinate the preparation of the report of the Secretary-General on the functioning of the formal part of the internal justice system and report on trends and observations.

Programme performance in 2020

- 1.337 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Virtual courtrooms established

- 1.338 The onset of the COVID-19 pandemic resulted in the cancellation of in-person court sessions to be held by the United Nations Dispute Tribunal. To ensure a seamless transition to alternative work arrangements, the Office, through the Registries, supported the Dispute Tribunal in implementing a virtual courtroom for the court hearings. Oral hearings allow the Dispute Tribunal to adduce evidence in those cases that cannot be decided on paper and require witness testimony.
- 1.339 The Office also ensured access to virtual hearings through a gallery accessible to interested stakeholders. Initially, the virtual courtroom did not include a feature that would allow interested

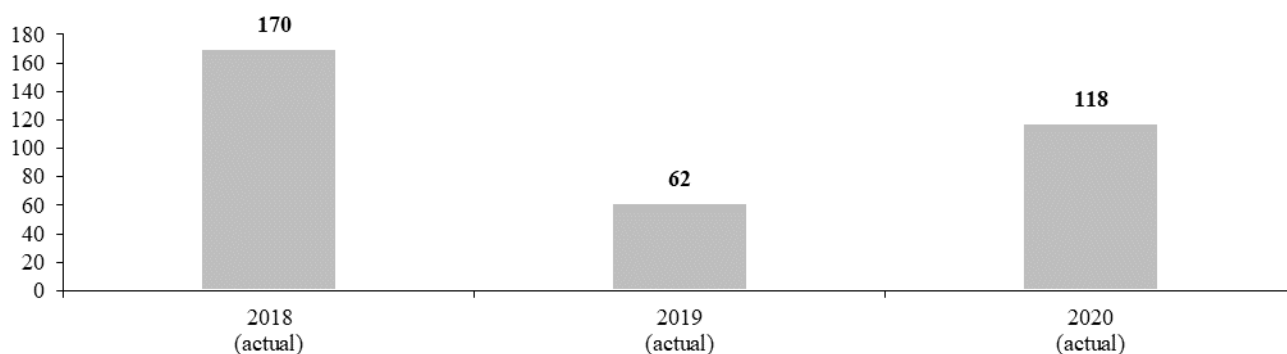
individuals to follow hearings that were not closed by a judicial order. Following consultations with the United Nations Dispute Tribunal, the Office developed and implemented a virtual gallery that allowed the Tribunal to hold open hearings.

Progress towards the attainment of the objective, and performance measure

- 1.340 The above-mentioned work contributed to the objective, as demonstrated by the number of court sessions held by the United Nations Dispute Tribunal, which ensured business continuity (see figure 1.XXIII).

Figure 1.XXIII

Performance measure: annual number of court sessions held by the United Nations Dispute Tribunal



Impact of COVID-19 on programme delivery

- 1.341 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. In-person sessions of the United Nations Appeals Tribunal and hearings of the United Nations Dispute Tribunal were cancelled, requiring them to hold sessions virtually. Staff made themselves available outside normal working hours to support judges, some of whom reside in time zones up to 18 hours ahead of Headquarters. Virtual hearings posed significant challenges primarily in two areas: simultaneous interpretation of witness testimony, which was not possible at hearings held virtually; and judges who reside in countries with unreliable internet infrastructure, who experienced connectivity issues. Judges on deployment, who were not able to travel to seats of the Dispute Tribunal in different time zones, adapted by working outside normal work hours in order to address cases at the duty station to which they were deployed. Notwithstanding, the Office was able to ensure business continuity with the conduct of virtual courtrooms. The adjusted practices contributed to results in 2020, as specified in the emerging result for 2020 above and results 2 and 3 below.

Planned results for 2022

- 1.342 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: Improved understanding of jurisprudence among all staff¹³

Programme performance in 2020

- 1.343 Enhancing access to justice includes efforts to promote accessibility and eliminate barriers that prevent staff members from understanding and exercising their rights or observing their obligations. The Office prepared and issued “Ten years of the new administration of justice system at the United Nations: digest of case law 2009–2019”. The planned launch of the digest in 2020 had to be cancelled

¹³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 1)).

owing to the COVID-19 pandemic, but has been widely disseminated across the Organization to allow easy access to staff and managers to lessons learned from cases adjudicated by the Tribunals. The Office also prepared and issued several outreach materials.

- 1.344 The Office also provided legal advice and representation to a large number of staff globally, through the Office of Staff Legal Assistance, and resolved a majority of disputes informally, without the need for adjudication. Furthermore, the Office assisted the President of the United Nations Dispute Tribunal, through the Registries supporting the Dispute Tribunals, to continue to implement a case disposal plan and revised its own standard operating procedures to harmonize and enhance practices across duty stations.
- 1.345 The above-mentioned work contributed to improved access to jurisprudence and to justice and ensured respect for the rights and obligations of staff members and the accountability of managers and staff members alike, which met the planned target of improved awareness and understanding of the jurisprudence on issues that have already been litigated and settled by users of the internal justice system, reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 1.346 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, following the planned launch of the improved case law database in 2021, the Office will ensure that all new judgments issued by the Tribunals are accompanied by a summary. The expected progress is presented in the performance measure below (see table 1.121)

Table 1.121

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Interest expressed by users of the internal justice system for a more targeted dissemination of decisions	Interest expressed by users of the internal justice system of seminal decisions by the Appeals Tribunal and the Dispute Tribunal since 2009 that constitute jurisprudence on key legal issues regarding the United Nations administrative law framework	Improved access to jurisprudence and to justice and ensured respect for the rights and obligations of staff members and the accountability of managers and staff members alike	Office of Administration of Justice will continue to disseminate decisions, in line with feedback results	Access to and dissemination of digests to accompany all judgements issued by the Tribunals

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the [proposed] programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: support for the United Nations Dispute Tribunal in the implementation of the case disposal plan¹⁴**Programme performance in 2020**

- 1.347 In paragraph 24 of its resolution [73/276](#), the General Assembly requested the President of the Dispute Tribunal and the Principal Registrar of the Dispute Tribunal and the Appeals Tribunal to work together to develop and implement a case disposal plan with a real-time case-tracking dashboard and performance indicators on the disposal of caseloads and stressed the need to improve administrative efficiency. In paragraph 28 of its resolution [74/258](#), the Assembly noted progress and requested the Secretary-General to continue to report on the implementation of the case disposal plan and, in paragraph 27, urged the Tribunals to review and amend their respective rules of procedure subject to the approval of the Assembly, with a view to streamlining and harmonizing their approach to case management. In paragraphs 26 and 27 of its resolution [75/248](#), the Assembly welcomed the progress made in reducing the number of pending and ageing cases before the Dispute Tribunal, stressed the importance of the continued implementation of all measures introduced by the Assembly in its resolutions [73/276](#) and [74/258](#), and requested the Secretary-General to continue to report on the measures taken to further address the backlog of cases, with priority given to cases that are pending for more than 400 days and to ensure that the real-time case-tracking dashboard is made publicly available.
- 1.348 The Office, through the Registries, supported the United Nations Dispute Tribunal in reducing the caseload and supported the issuance of 221 judgments by independent judges in 2020, compared with 100 in 2017, 128 in 2018 and 159 in 2019.
- 1.349 The Office continued the work related to streamlining and harmonizing practices in relation to administrative processing and the assignment of cases across three duty stations to ensure seamless support to the half-time judges, irrespective of the duty station where they were deployed. The Office supported the United Nations Dispute Tribunal in managing caseloads and deployments of six half-time judges instead of two. Half-time judges were deployed to one of the three Dispute Tribunal duty stations, as required by caseload, usually twice annually, for approximately three months or more, but not more than six months in a given year. In addition to on-site deployment, which was significantly reduced in 2020 owing to the COVID-19 pandemic, the half-time judges telecommuted from their home country for approximately one month before and one month after each on-site deployment. This required careful coordination, organization and planning across three registries with the President of the Dispute Tribunal.
- 1.350 The above-mentioned work contributed to the 221 judgments issued by the United Nations Dispute Tribunal, which exceeded the planned target of 160 annual judgments issued by the Dispute Tribunal during the period 2017–2021, reflected in the proposed programme budget for 2021.

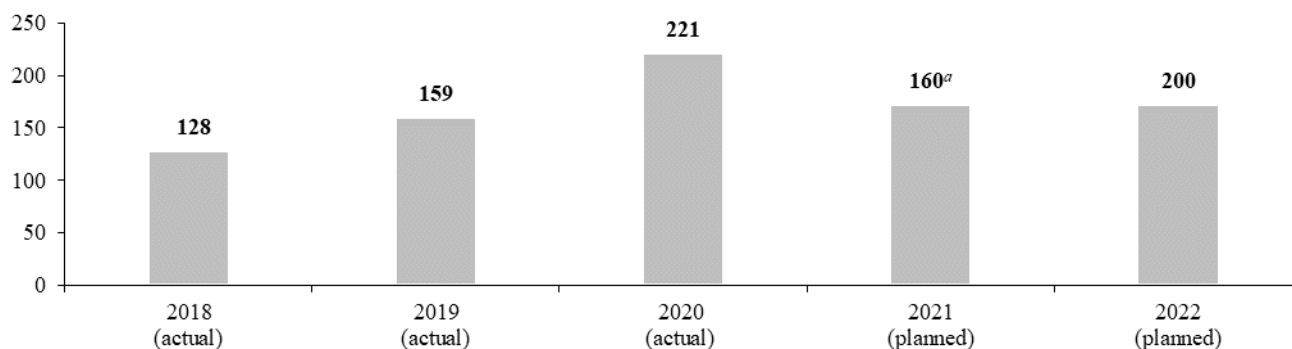
Proposed programme plan for 2022

- 1.351 The Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Office will make the real-time case-tracking dashboard publicly available, as requested by the General Assembly. The expected progress is presented in the performance measure below (see figure 1.XXIV).

¹⁴ As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 1\)](#)).

Figure 1.XXIV

Performance measure: annual number of judgments issued by the United Nations Dispute Tribunal



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the [proposed] programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: access to remote sessions of the United Nations Appeals Tribunal readily available to all judges

Proposed programme plan for 2022

- 1.352 The United Nations Appeals Tribunal typically holds three in-person sessions annually, to adjudicate appeals filed by the parties. For this purpose, the Appeals Tribunal judges, who reside on five continents, travel to the seat of the Tribunal in New York. The Office, through the Registry of the Appeals Tribunal, supported the seamless transition from in-person to virtual sessions due to travel restrictions resulting from COVID-19 pandemic. Specifically, the Registry implemented new ways of case file management of and support for judicial meetings and deliberations. Staff also made themselves available considerably outside normal working hours to support judges, some of whom reside in time zones up to 18 hours ahead of Headquarters. This was particularly needed at the outset of the pandemic and at short notice in order to provide extensive training to judges concerning the use of information technology resources to gain access to and review case files electronically and attend virtual deliberations.

Lessons learned and planned change

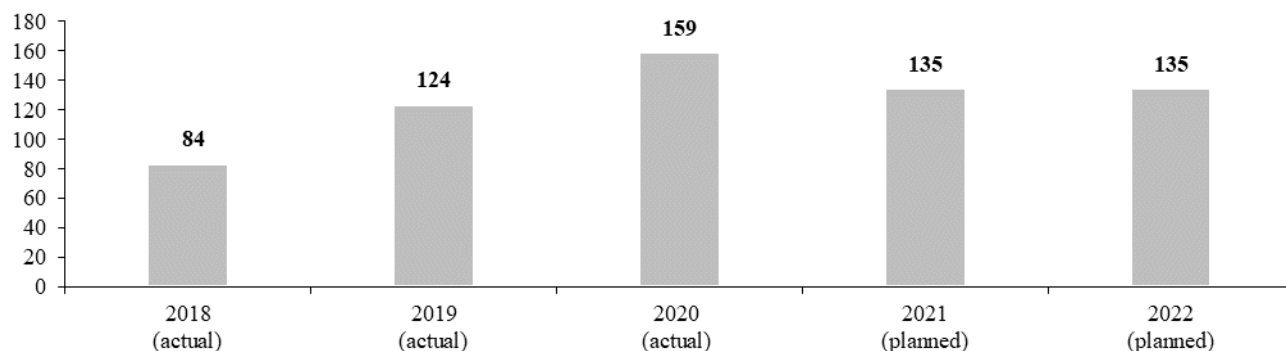
- 1.353 The lesson for the Office was the critical need to provide the judges with adequate training in the use of online platforms and electronic means of communication to review case files and attend deliberations, to ensure that they are not hindered but facilitated by these tools. In applying the lesson, the Office will include in future induction programmes for new judges training on these electronic tools necessary for remote work. In addition, the Office will offer such training on an as-needed basis. This will allow the judges to have ready access to remote work arrangements, should they decide to hold sessions virtually.

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

- 1.354 This work is expected to contribute to the objective, as demonstrated by 135 cases adjudicated by the United Nations Appeals Tribunal (see figure 1.XXV).

Figure 1.XXV

Performance measure: number of cases adjudicated by the United Nations Appeals Tribunal (annual)



Legislative mandates

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

General Assembly resolutions

59/283, 61/261, 62/228, 63/253	Administration of justice at the United Nations	73/276, 74/258, 75/248	Administration of justice at the United Nations
66/106	Code of conduct for the judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal		

Deliverables

1.356 Table 1.122 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.122

Office of Administration of Justice: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	3
1. Report to the General Assembly	1	1	1	1
2. Report of the Internal Justice Council	1	1	1	2
Substantive services for meetings (number of three-hour meetings)	24	15	24	24
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	4	2	4	4
4. Meetings of the Fifth Committee	7	4	7	7
5. Meetings of the Sixth Committee	3	1	3	3
6. Meetings of the Internal Justice Council	10	8	10	20
C. Substantive deliverables				
Databases and substantive digital materials: update and maintenance of electronic court case management system, Office of Staff Legal Assistance database and the jurisprudential search engine.				

Section 1 Overall policymaking, direction and coordination

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach campaigns to raise awareness of the system of administration of justice and dissemination of information about the system through various means, including the website, email, booklets and presentations.				
Digital platforms and multimedia content: update and maintenance of the website of the United Nations internal justice system.				
E. Enabling deliverables				
Legal services: provision of legal assistance, including representation in cases with reasonable chance of success, to staff members through the Office of Staff Legal Assistance.				
Internal justice and oversight: applications and appeals, including motions, received by the United Nations Dispute Tribunal and the United Nations Appeals Tribunal for processing; provision of substantive, technical and administrative support to the Tribunals in issuing decisions; and provision of assistance to the Internal Justice Council.				

B. Proposed post and non-post resource requirements for 2022

Overview

1.357 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.123 to 1.125.

Table 1.123

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	5 601.8	6 082.6	—	—	—	—	—	6 082.6
Other staff costs	235.8	314.7	—	—	—	—	—	314.7
Non-staff compensation	1 978.1	2 236.8	—	—	—	—	—	2 236.8
Consultants	2.5	—	—	—	—	—	—	—
Travel of representatives	18.8	425.6	—	—	—	—	—	425.6
Travel of staff	0.4	88.9	—	—	—	—	—	88.9
Contractual services	255.3	337.8	—	—	—	—	—	337.8
General operating expenses	136.3	116.9	—	—	—	—	—	116.9
Supplies and materials	50.6	32.3	—	—	—	—	—	32.3
Furniture and equipment	63.9	25.3	—	—	—	—	—	25.3
Other	0.5	—	—	—	—	—	—	—
Total	8 344.0	9 660.9	—	—	—	—	—	9 660.9

Table 1.124

Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 12 GS (OL), 3 LL
Post changes	—	
Proposed for 2022	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 12 GS (OL), 3 LL

Table 1.125
Proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	5	—	—	—	—	5
P-4	6	—	—	—	—	6
P-3	11	—	—	—	—	11
P-2/1	1	—	—	—	—	1
Subtotal	25	—	—	—	—	25
General Service and related						
GS (OL)	12	—	—	—	—	12
LL	3	—	—	—	—	3
Subtotal	15	—	—	—	—	15
Total	40	—	—	—	—	40

1.358 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.126 to 1.128 and figure 1.XXVI.

1.359 As reflected in tables 1.126 (1) and 1.127 (1), the overall resources proposed for 2022 amount to \$9,660,900 before recosting, reflecting no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.126
Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) Regular budget

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	8 344.0	9 660.9	—	—	—	—	9 660.9
Subtotal, 1	8 344.0	9 660.9	—	—	—	—	9 660.9

(2) Other assessed

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Programme of work	182.7	228.0	5.8	2.5	233.8
Subtotal, 2	182.7	228.0	5.8	2.5	233.8

Part I Overall policymaking, direction and coordination

(3) *Extrabudgetary*

<i>Component</i>	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2022 estimate</i>
Programme of work	880.4	2 796.7	(298.6)	(10.6)	2 498.1
Subtotal, 3	880.4	2 796.7	(298.6)	(10.6)	2 498.1
Total	9 407.1	12 685.6	(292.8)	(2.3)	12 392.8

Table 1.127

Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2021 approved</i>	<i>Changes</i>				<i>2022 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Programme of work	40	—	—	—	—	40
Subtotal, 1	40	—	—	—	—	40

(2) *Other assessed*

<i>Component</i>	<i>2021 estimate</i>	<i>Change</i>	<i>2022 estimate</i>
Programme of work	1	—	1
Subtotal, 2	1	—	1
Total	41	—	41

Table 1.128

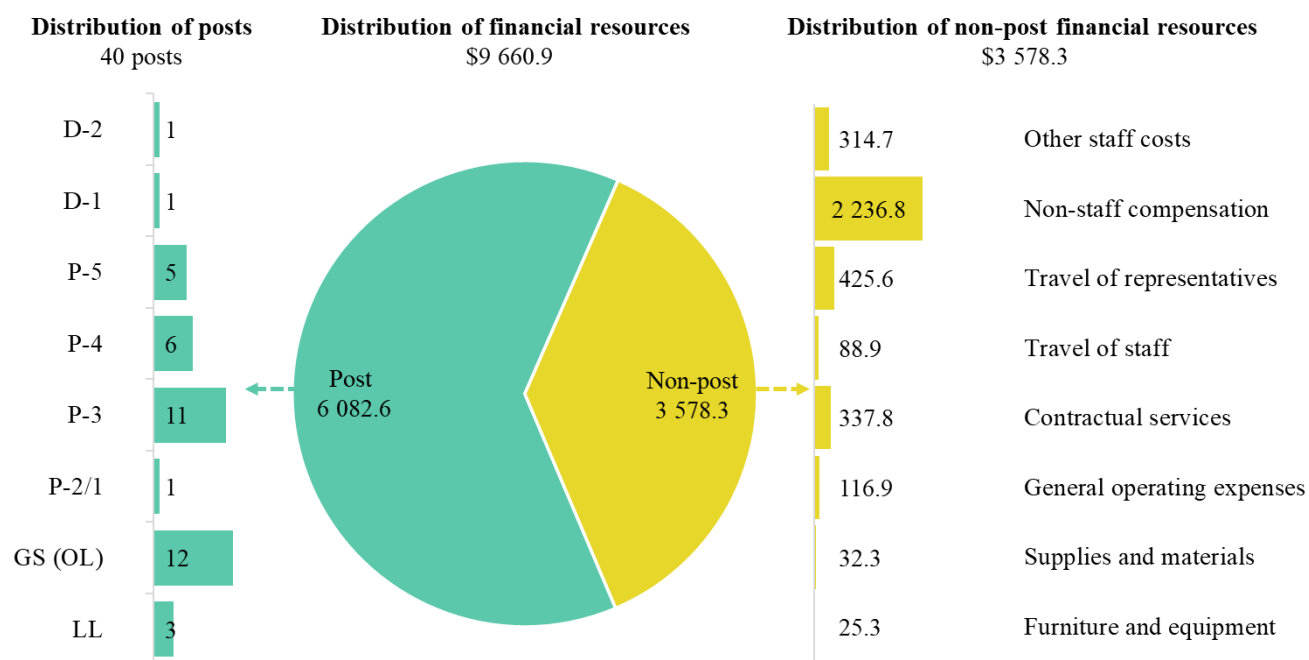
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 601.8	6 082.6	—	—	—	—	—	6 082.6
Non-post	2 742.2	3 578.3	—	—	—	—	—	3 578.3
Total	8 344.0	9 660.9	—	—	—	—	—	9 660.9
Post resources by category								
Professional and higher		25	—	—	—	—	—	25
General Service and related		15	—	—	—	—	—	15
Total		40	—	—	—	—	—	40

Figure 1.XXVI
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 1.360 As reflected in tables 1.126 (2) and 1.127 (2), projected other assessed resources for 2022 of \$233,800, including one post of Legal Officer (P-3), will be utilized to provide legal assistance to staff in peacekeeping missions. This reflects an increase of \$5,800 compared with the estimate for 2021, owing mainly to adjustments in the share of standard costs for posts, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 ([A/75/785](#)). Other assessed resources represent 1.9 per cent of the total resources for this section.
- 1.361 As reflected in table 1.126 (3), the Office expects to continue to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2022, extrabudgetary resources are estimated at \$2,498,100 and would be used to support the Office in the provision of legal assistance to staff. Extrabudgetary resources represent 20 per cent of the total resources for this section.
- 1.362 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.363 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.129. For travel requests by external members of the Internal Justice Council, the Office requested them to provide information on travel needs four weeks in advance of travel so that the Office could submit their travel requests through Umoja in a timely manner. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.129

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	56.2	72	100	100

X. Ethics Office

Foreword

The COVID-19 pandemic has changed the way in which the world operates and has forced many organizations to adapt in their response and recovery efforts, including the United Nations, which deployed alternative ways of working to help global response efforts and deliver on its mandate.

During this period, the Ethics Office has continued to assist the Secretary-General in ensuring that all staff perform their duties consistent with the values of the United Nations and the highest standards of conduct required of them as members of the international civil service. In doing so, the Ethics Office switched to remote services in administering the financial disclosure of senior and designated officials, providing confidential advice on conflict-of-interest and other ethical matters, conducting outreach and ethics training with the Office of Human Resources, reviewing complaints about retaliation from those individuals who had engaged in protected activities and striving for coherence of ethical standards.

While in-person outreach sessions across various locations could not be held, the Ethics Office continued and expanded outreach efforts through remote channels. The 2020 Leadership Dialogue on “Acknowledging dignity through civility: how can I communicate for a more harmonious workplace?” provided staff with the space to virtually discuss the importance of civil communication. Nearly 40,000 personnel participated, the most since the launch of the Dialogue series in 2013. The 2021 Leadership Dialogue will focus on the accountability system in the United Nations Secretariat. The Ethics Office will continue to deliver these sessions in 2022.

The general trend in the work of the Ethics Office is that it has received and responded to an increasing number of requests from staff, notwithstanding the decrease in the number of requests for advice and cases serviced by the Office in 2020, which may be ascribed to the COVID-19 pandemic. For 2022, the Ethics Office will continue to keep up with these demands and will further devise tailored services, including for outreach and training that are intended to meet various needs of staff under diverse work environments.

The Ethics Office will strengthen internal communication with staff through the introduction and development of dedicated iSeek pages. It will continue to update the information on its public website and present it in more accessible language. It will increase collaboration with relevant offices to highlight the differences and complementarities in resources and in services.

The Ethics Office will continue to assist the Secretary-General in ensuring that all staff members perform their functions consistent with the highest standards of integrity, as required under the Charter of the United Nations. United Nations staff, as international civil servants, contribute greatly to maintaining public trust in and the credibility of the Organization through their daily conduct. While uncertainty and restrictions from the COVID-19 pandemic and budget liquidity issues may remain, the Ethics Office will maintain its independent preventive role through the implementation of its programmes and strive for the seamless delivery of services to foster a culture of integrity, transparency and accountability. Such an organizational culture is essential to safeguarding the public trust that the United Nations has earned.

(Signed) Elia Yi Armstrong
Director, Ethics Office

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy

- 1.366 To contribute to the objective, the Ethics Office will continue to provide independent and preventive ethics advice, guidance and briefings to staff and management to ensure that ethical standards are well understood. The Office will deliver its services in line with its terms of reference outlined in the relevant Secretary-General's bulletin ([ST/SGB/2005/22](#)), through the administration of the annual financial disclosure programme, the provision of guidance and confidential ethics advice (including pre-appointment disclosure reviews for senior appointments), the conduct of ethics briefings and outreach, the fulfilment of the Ethics Office's responsibilities regarding the whistleblower protection policy and ensuring policy support and coherence on ethical standards. For 2022, attention will be given to prioritizing conflict-of-interest risks in the designation of those staff required to file their financial disclosure statements through the financial disclosure programme. Another priority area of focus will be on incorporating best practices of clear messaging with respect to virtual communications, remote outreach techniques and greater coordination with partner offices, garnered from its experience in 2020 and 2021 during the COVID-19 pandemic.
- 1.367 The Ethics Office will continue to provide support to the Organization's overall strategy on risk management, including identifying and mitigating personal and organizational conflicts of interest through the financial disclosure programme and the provision of advice. Upon request, it will work with the various owners of the risks identified in the enterprise risk registry in updating and implementing their response plans.
- 1.368 The Ethics Office will continue to highlight the importance of demonstrating United Nations values, including in a post-COVID work environment. Ethical considerations must be taken into account in

balancing the duty to deliver with the duty of care and equity considerations, both within and outside of the United Nations (in particular in the efforts to combat racism), in order to continuously foster public trust in the Organization.

- 1.369 The above-mentioned work is expected to result in:
- (a) Public trust in the integrity of the Organization through the streamlined financial disclosure exercise, retaining the foundational defence for the Organization from personal conflicts of interest and potential reputational damage;
 - (b) Awareness among a greater number of staff of ethical standards and practices through expanded remote outreach, resulting in an enhanced organizational culture of integrity, transparency and accountability.

External factors for 2022

- 1.370 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Staff continue to avail themselves of the services provided by the Ethics Office;
 - (b) Financial disclosure statements from staff are submitted to the Ethics Office in a timely manner;
 - (c) All necessary documentation is provided by staff when seeking protection against retaliation;
 - (d) The security and public health situations in duty stations will allow for in-person outreach missions, when required.
- 1.371 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic would continue to have an impact on the planned deliverables and activities, these would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 1.372 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It disaggregates its service data by gender, where possible. In 2020, there were 866 enquiries by female staff members, or 51.5 per cent, of the total of 1,681 enquiries. In 2019, there were 945 enquiries by female staff members, or 44 per cent, of the total of 2,141 enquiries. As a practice, outreach mission teams of the Ethics Office have been gender-balanced since 2016.
- 1.373 With regard to inter-agency coordination and liaison, the Director of the Ethics Office will continue to chair the Ethics Panel of the United Nations to increase coherence in the work of member ethics offices, as reflected in Secretary-General's bulletins [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#) The Ethics Office expects to participate in the 2022 annual meeting of the Ethics Network of Multilateral Organizations. It will also continue to administer the financial disclosure requirements of those United Nations system entities that have opted to outsource this requirement to the Ethics Office. It will further continue to review contested matters by the staff of the separately administered organs and programmes of the Ethics Panel.

Evaluation activities

- 1.374 While awaiting a report by the Joint Inspection Unit on its review in 2020 of the ethics function in the United Nations system, previous Joint Inspection Unit evaluations from 2017 and 2018 have guided the proposed programme plan for 2022.
- 1.375 The findings of the evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, the Ethics Office will undertake greater outreach to raise staff awareness of conflict-of-interest risks and measures to identify and mitigate them. The pre-appointment vetting for conflicts of interest for senior positions, which was initiated in 2016 and had 69 completed

reviews in 2020, will continue. With respect to protection against retaliation for protected activities, the Ethics Office continuously updates its standard operating procedures to enable its preliminary reviews to be conducted well within the 30-day limit pursuant to the policy contained in the Secretary-General's bulletin on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations ([ST/SGB/2017/2/Rev.1](#)).

Programme performance in 2020

- 1.376 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under result 1 and 2 below.

Improved reputational defence for the Organization through the prevention of conflicts of interest and response to their risks

- 1.377 The promotion and maintenance of a culture of integrity, transparency and accountability are integral components of United Nations principles and a requirement for combating fraud and corruption. The Ethics Office maintained its preventive responsibilities related to conflicts of interest by providing guidance and advice on a case-by-case basis, thereby contributing to sustaining the ethical commitment of staff. The Ethics Office undertook various measures to increase staff awareness of conflict-of-interest and reputational risks and enhance staff commitment to upholding ethical values and integrity. In 2020, the Ethics Office responded to 691 requests for ethics advice, of which the majority related to conflicts of interest, including those relating to outside activities, employment-related questions, gifts and honours, institutional integrity questions and pre-appointment vetting. Advice was also provided through the financial disclosure programme on 264 conflict-of-interest-related matters. The Ethics Office effectively supported the Organization's efforts to proactively detect and manage conflict-of-interest risks through the conduct of 69 pre-appointment reviews. The Ethics Office conducted briefings to staff in offices at Headquarter duty stations, peacekeeping missions and offices away from Headquarters on the ways to navigate conflicts of interest and manage risks. Such briefings were provided during staff town hall meetings or customized and specialized meetings.
- 1.378 The Ethics Office is mandated to administer the financial disclosure programme, which serves to detect, mitigate and respond to risks arising from the financial holdings or non-United Nations activities of designated managers and staff, to prevent actual conflicts of interest, thereby ensuring a stronger ethical commitment of staff. In 2020, Ethics Office administration of the financial disclosure programme resulted in 5,904 staff members filing their financial disclosure statements and 224 filers (3.8 per cent) having been identified as demonstrating a potential conflict of interest, an increase from 211 filers (3.4 per cent) in 2019. Where required, these filers were advised to take action to address potential conflict of interest, with the aim of removing reputational risks. The number of participants in the financial disclosure programme has continued to grow over the past years. However, given the liquidity situation in the United Nations, the Ethics Office provided guidance to heads of entity to prioritize risk management and reduce the number of designated filers.
- 1.379 The Ethics Office also administered the annual voluntary public disclosure initiative of the Secretary-General in order to offer assurances to the Member States and the general public that, in the performance of their official duties, senior officials are not influenced by their private interests. In 2020, of the 158 eligible senior officials, 126 (79.7 per cent) participated in the initiative. The participation rate increased by 6.7 per cent compared with the 2019 initiative.

Progress towards the attainment of the objective, and performance measure

- 1.380 The above-mentioned work contributed to the objective, as demonstrated by enhanced awareness and understanding of staff on the prevention of conflicts of interest through the provision of advice, the financial disclosure programme and outreach. The increase in the number of requests for ethics advice under the financial disclosure programme demonstrated that staff were becoming more aware of conflict-of-interest and reputational risks and were taking proactive action by consulting with the Ethics Office and/or seeking its advice on ways to manage conflicts of interest (see table 1.130).

Table 1.130
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Enhanced detection of potential conflicts of interest through the new online platform for financial disclosure launched	Staff understanding enhanced in relation to the prevention of conflicts of interest through the 2019 Leadership Dialogue	Increased detection and prevention of potential conflicts of interest matters through the advice given by the Ethics Office and the financial disclosure programme

Impact of COVID-19 on programme delivery

- 1.381 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office. The impact included cancelled and suspended travel, for which the Ethics Office adopted and provided remote outreach sessions. In 2020, the Ethics Office provided advice on matters that were brought up in relation to the pandemic, supported the development of online training materials and promoted coherence in the application of ethical standards within the Ethics Panel of the United Nations member agencies and beyond in the United Nations common system. The Ethics Office increased remote advice services for colleagues across different duty stations in lieu of in-person consultations, increased the filing period of the financial disclosure programme to assist filing staff, and adjusted the content and instructions for the 2020 Leadership Dialogue to reflect the pandemic-related working conditions.
- 1.382 At the same time, however, the Ethics Office identified new and modified activities to maintain all aspects of its operations in accordance with its mandate. Those new activities included the Ethics Office participating in virtual town hall meetings addressing pandemic-related concerns, providing online sessions for the gender focal point network in New York and delivering joint online sessions with other partners globally.
- 1.383 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Ethics Office will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. Owing to the increased reach to staff and the informal positive feedback received on virtual outreach, the Ethics Office will continue to use virtual methods to continue its outreach in place of in-person visits to United Nations entities in the field and other locations, where feasible, including the conduct of town hall meetings and on-demand group sessions focusing on specific issues identified by entities, through pre-mission surveys in some cases. The Ethics Office will continue its efforts to strengthen and diversify its outreach services to better meet these demands.

Planned results for 2022

- 1.384 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: towards stronger ethical commitment¹⁵

Programme performance in 2020

- 1.385 The Ethics Office assists the Secretary-General in ensuring that staff members observe and perform their functions consistent with the highest standards of integrity required under the Charter of the United Nations through the fostering of a culture of ethics, transparency and accountability. The

¹⁵ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 1)).

provision of ethics advice is a fundamental component of this objective. The Ethics Office not only provides advice to staff individually, but also advises management on ethical concerns in support of integrity of the Organization.

- 1.386 The Ethics Office also provides incoming senior officials with ethics briefings, as endorsed by the General Assembly in its resolution [65/247](#). These and other customized briefings are meant to assist senior officials in fulfilling their functions and leading their office in keeping with the highest standards of integrity, thus demonstrating ethical commitment and setting the tone at the top.
- 1.387 The above-mentioned work contributed to more prevention of conflicts of interest through the administration of the financial disclosure programme and outreach.

Proposed programme plan for 2022

- 1.388 The Ethics Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Ethics Office will continue to assist incoming senior officials through the provision of ethics induction briefings, after a review of their pre-appointment disclosures, and on-demand sessions on ethics-related matters. Furthermore, the Ethics Office will begin to produce and deliver tailored workshops and group sessions on ethics-related themes, in the light of specific needs for guidance among clients, which may encourage staff to contact the Office for further advice. The expected progress is presented in the performance measure below (see table 1.131).

Table 1.131

Performance measure: staff commitment to ethical standards strengthened (annual)

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
Staff understanding and knowledge of ethical conduct enhanced through provision of more advice	Staff awareness of the importance of prevention of conflict of interest strengthened through delivery of 2019 Leadership Dialogue	More prevention of conflict of interest through administration of financial disclosure programme and outreach	More staff trained in relation to commitment to ethical standards	Improved staff knowledge of ethical risks and proactive action to uphold ethical standards strengthened

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: towards more staff awareness in the protection against retaliation¹⁶

Programme performance in 2020

- 1.389 Staff members at all levels need to be empowered to speak up without the fear of retaliation for reporting wrongdoing or cooperating with audits or investigations. The Ethics Office has pursued activities to increase staff awareness of the mechanisms in place for protection against retaliation, including recommendations made by the Office for interim protection measures and preventive measures. The activities have also included the provision of expert advice and recommendations to management on protecting staff members against retaliation for reporting misconduct or cooperation with audits and investigations.
- 1.390 The Ethics Office has conducted timely preliminary reviews of requests for protection against retaliation in accordance with Secretary-General's bulletin [ST/SGB/2017/2/Rev.1](#), completing reviews in 14.5 days on average in 2020, within the 30-day timeline of the policy, and has undertaken other responsibilities assigned to it.

¹⁶ As reflected in the proposed programme budget for 2021 ([A/75/6 \(Sect. 1\)](#)).

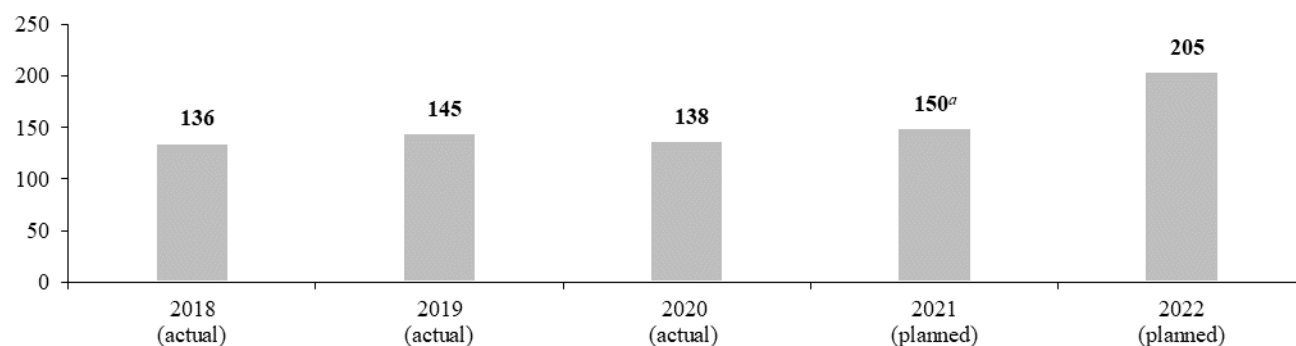
- 1.391 To assist the Secretary-General in his review and assessment of the policy, the Ethics Office continued to meet with relevant stakeholders in 2020. The annual reviews are aimed at strengthening protection measures and improving the procedures for implementing the policy.
- 1.392 The Ethics Office has strengthened its outreach efforts, including the provision of advice and guidance to staff on how to report misconduct and wrongdoing and the protection against retaliation policy. In its outreach efforts, the Ethics Office highlighted the obligations of heads of entities to monitor situations to prevent retaliation, as set forth in the Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority ([ST/SGB/2019/8](#)). The Ethics Office also proactively engaged with management to foster good management practices to ensure that staff were protected against retaliation for disclosing misconduct and wrongdoing. Those activities helped to increase staff awareness of when and how to report misconduct and the protection against retaliation policy.
- 1.393 The above-mentioned work contributed to increased staff awareness of the protection against retaliation provisions. In 2020, the Ethics Office responded to 138 enquiries in relation to whistle-blower protection, which did not meet the planned target of 150, reflected in the proposed programme budget for 2021. The lower number of enquiries may be attributed to the COVID-19 pandemic. Of the 138 enquiries, the Ethics Office provided advice on 98, initiated 31 preliminary reviews and determined 3 cases of retaliation following an investigation. The Ethics Office continued to comply with the 30-day timeline to conduct preliminary reviews upon receipt of all information requested for a complaint, pursuant to the policy.

Proposed programme plan for 2022

- 1.394 The Ethics Office will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the Ethics Office will continue to respond to enquiries related to protection against retaliation. In addition, the Ethics Office will deliver its outreach programmes to increase staff awareness of the protection against retaliation policy. The Ethics Office will also take into account the recommendations of the Joint Inspection Unit in its review of whistle-blower policies and practices in United Nations system organizations ([JIU/REP/2018/4](#)) during a review of existing policies. Consideration will be given to aligning the policy with the Secretary-General's bulletin on delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules ([ST/SGB/2019/2](#)) and the administrative instruction on unsatisfactory conduct, investigations and the disciplinary process ([ST/AI/2017/1](#)). The expected progress is presented in the performance measure below (see figure 1.XXVII).

Figure 1.XXVII

Performance measure: number of enquiries related to whistle-blower protection (annual)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: strengthened ethical awareness in a complex and changing work environment**Proposed programme plan for 2022**

- 1.395 The development of training with the Office of Human Resources and education on ethics issues is part of the core mandate of the Ethics Office. It has conducted in-person outreach sessions for staff at various duty stations. In response to travel restrictions resulting from the COVID-19 pandemic, the Ethics Office devised and delivered remote outreach sessions at New York and other duty stations, with the aim of not only enhancing awareness of the staff on the importance of ethical conduct of work consistent with the highest standards of integrity, but also addressing ethical challenges and dilemmas that surfaced during the pandemic. In 2020, the Ethics Office participated in a number of virtual town hall meetings, addressing ethical dimensions such as the duty to deliver versus the duty of care of staff, and fairness and equity during the pandemic. These topics will continue to be addressed in 2022.

Lessons learned and planned change

- 1.396 The lesson for the Ethics Office was that, in addition to conventional, in-person outreach and delivery of standard presentations and organization of town hall meetings, it needed to deliver more on-demand, issue-specific group sessions to better address the diverse and distinctive challenges and needs of staff in meeting ethical standards under differing working environment across various duty stations. In applying the lesson, the Ethics Office will plan and conduct more targeted and tailored outreach through pre-mission questionnaires and the development of new workshop and training content on selected ethics-related topics.

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

- 1.397 This work is expected to contribute to the objective, as demonstrated by strengthened ethical awareness of complex and changing working environments related to the delivery of targeted and tailored outreach sessions, including issue-specific workshops and training fit for the specific needs of relevant entities (see table 1.132).

Table 1.132

Performance measure: access by staff to more diverse and tailored outreach services

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
Requests for and responses to ethics advice increased	Participation in the annual Leadership Dialogue increased	Access to ethics outreach sustained and enhanced during the COVID-19 pandemic thorough online remote sessions	Increased access to more tailored outreach sessions through development and delivery of issue-specific workshops and training fit for specific needs	Strengthened ethical awareness in a complex and changing work environment

Legislative mandates

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

General Assembly resolutions

60/1	2005 World Summit Outcome (para. 61 (d))	60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/248	Special subjects relating to the proposed programme budget for the biennium 2006–2007	70/305	Revitalization of the work of the General Assembly
		71/263	Human resources management

Deliverables

- 1.399 Table 1.133 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.133

Ethics Office: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General to the General Assembly on the activities of the Ethics Office	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
2. Meeting of the Advisory Committee on Administrative and Budgetary Questions	3	3	3	3
3. Meetings of the Fifth Committee	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: ethics enquiries resolved through provision of expert advice, guidance and technical assistance to staff on the United Nations standards of conduct and ethics issues.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach campaigns to raise awareness of the work of the Ethics Office and dissemination of information on ethics-related matters through various media, including the website, email, booklets and presentations.				
E. Enabling deliverables				
Internal justice and oversight: management of financial disclosure and declaration of interest statements at a 100 per cent compliance rate and coordination for assessment under the financial disclosure programme; expert advice to staff on the United Nations standards of conduct and ethics issues; and protection of staff members against retaliation for reporting misconduct or cooperation in duly authorized audits or investigations.				

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.400 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 1.134 to 1.136.

Table 1.134

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	1 629.8	1 647.4	—	—	—	—	—	1 647.4
Other staff costs	4.1	33.4	—	—	—	—	—	33.4
Consultants	322.6	224.1	—	—	(207.9)	(207.9)	(92.8)	16.2
Travel of staff	—	23.9	—	—	0.1	0.1	0.4	24.0
Contractual services	124.3	89.2	—	—	207.8	207.8	233.0	297.0
General operating expenses	5.4	20.0	—	—	—	—	—	20.0
Supplies and materials	—	4.6	—	—	—	—	—	4.6
Furniture and equipment	0.5	—	—	—	—	—	—	—
Total	2 086.7	2 042.6	—	—	—	—	—	2 042.6

Table 1.135

Proposed posts and post changes for 2022

(Number of posts)

	Number	Details
Approved for 2021	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)
Post changes	—	
Proposed for 2022	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)

Table 1.136

Proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	2	—	—	—	—	2
P-3	2	—	—	—	—	2
P-2/1	1	—	—	—	—	1
Subtotal	7	—	—	—	—	7

Section 1 Overall policymaking, direction and coordination

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	1	—	—	—	—	1
Subtotal	2	—	—	—	—	2
Total	9	—	—	—	—	9

1.401 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 1.137 to 1.139 and figure 1.XXVIII.

1.402 As reflected in tables 1.137 (1) and 1.38 (1), the overall resources proposed for 2022 amount to \$2,042,600 before recosting and reflect no change in the resource level compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.137

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage
Programme of work	2 086.7	2 042.6	–	–	–	–	–
Subtotal, 1	2 086.7	2 042.6	–	–	–	–	–

(2) *Other assessed*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Programme of work	1 034.3	1 132.5	(28.6)	(2.5)	1 103.9
Subtotal, 2	1 034.3	1 132.5	(28.6)	(2.5)	1 103.9

(3) *Extrabudgetary*

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
Programme of work	994.5	1 365.5	–	–	1 365.5
Subtotal, 3	994.5	1 365.5	–	–	1 365.5
Total	4 115.5	4 540.6	(28.6)	(0.6)	4 512.0

Table 1.138
Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	9	—	—	—	—	9
Subtotal, 1	9	—	—	—	—	9

(2) Other assessed

Component	2021 estimate	Change	2022 estimate
Programme of work	3	—	3
Subtotal, 2	3	—	3
Total	12	—	12

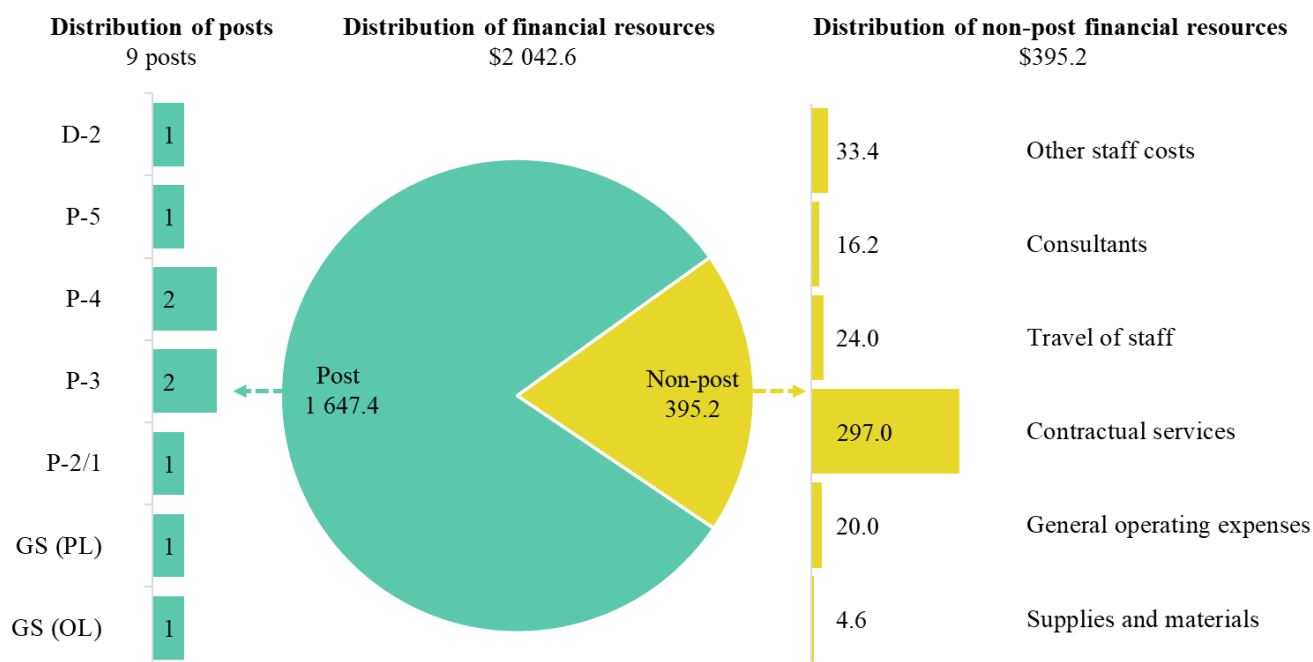
Table 1.139
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 629.8	1 647.4	—	—	—	—	—	1 647.4
Non-post	456.8	395.2	—	—	—	—	—	395.2
Total	2 086.7	2 042.6	—	—	—	—	—	2 042.6
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		2	—	—	—	—	—	2
Total		9	—	—	—	—	—	9

Figure 1.XXVIII
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 1.403 As reflected in tables 1.137 (2) and 1.138 (2), projected other assessed resources for 2022 of \$1,103,900, including three posts (1 P-5, 1 P-3 and 1 General Service (Other level)), will be utilized to provide support to staff in the field to achieve full compliance with expected standards of conduct. This reflects a decrease of \$28,600 compared with the estimate for 2021, owing mainly to the lower estimated number of filers through the financial disclosure programme, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 ([A/75/785](#)). Other assessed resources represent 24.5 per cent of the total resources for this section.
- 1.404 As reflected in table 1.137 (3), the Ethics Office expects to continue to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2022, extrabudgetary resources are estimated at \$1,365,500 and would cover the administration of the financial disclosure programme for staff funded from extrabudgetary resources. Extrabudgetary resources represent 30.3 per cent of the total resources for this section.
- 1.405 The extrabudgetary resources under this section are subject to the oversight of the Ethics Office, which has delegated authority from the Secretary-General.
- 1.406 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.140. The Ethics Office will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.140

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	100	100	100

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

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.407 During 2022 and pursuant to General Assembly decision 75/542, the Eminent Person will continue to review the information received and possible new information made available by Member States, including by individuals and private entities, to assess its probative value and to draw conclusions from the investigations already conducted. To this end, he will prepare and submit a report to the Secretary-General. The Eminent Person's findings and conclusions, together with the assessment of the Secretary-General thereof, will be reported to the Assembly towards the end of its seventy-sixth session.
- 1.408 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in table 1.141.

Table 1.141
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2020 expenditure</i>	<i>2021 appropriation</i>	<i>Changes</i>					<i>2022 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Consultants	40.6	98.7	(98.7)	120.5	—	21.8	22.1	120.5
General operating expenses	7.5	—	—	—	—	—	—	—
Total	48.1	98.7	(98.7)	120.5	—	21.8	22.1	120.5

- 1.409 As reflected in table 1.141, the overall resources proposed for 2022 amount to \$120,500 before recosting, reflecting a net increase of \$21,800 (or 22.1 per cent) compared with the appropriation for 2021. Resource changes result from technical adjustments and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Explanation of variances by factor

Overall resource changes

Technical adjustments

- 1.410 As reflected in table 1.141, resource changes reflect a decrease of \$98,700 relating to the removal of non-recurrent requirements for consultancy services to be undertaken during 2021 for the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him.

New and expanded mandates

- 1.411 As reflected in table 1.141, non-recurrent resource requirements of \$120,500 under consultants would provide for the continuation of the planned scope of any further inquiry or investigation, in accordance with General Assembly decision 75/542.

XII. Resident coordinator system

Foreword

The COVID-19 pandemic that emerged in 2020 brought people and communities to their knees, in developed and developing countries alike. This unprecedented global health crisis was also the first stress test of United Nations development reforms, with the reinvigorated resident coordinator system at its centre. Under the strong and impartial resident coordinator system, the United Nations development system supported efforts to prevent and respond to the unprecedented health, social and economic shocks caused by COVID-19 in 162 countries and territories. United Nations country teams repurposed and mobilized more than \$5 billion to support national responses and developed 121 socioeconomic response plans covering 139 countries.

Despite shifting into an “emergency mode” to address the development crisis generated by the COVID-19 pandemic, resident coordinators continued to guide United Nations development system efforts in support of the Sustainable Development Goals, with an urgency dictated by the decade of action. Thirty-two new-generation United Nations Sustainable Development Cooperation Frameworks were developed with national Governments, of which 21 have been signed and begun to be implemented. By the first quarter of 2021, more than 100 United Nations country team annual reports were ready, reporting on the results achieved in 2020 in implementing the Cooperation Frameworks and the remaining United Nations Development Assistance Frameworks, in support of national efforts to advance the 2030 Agenda.

Feedback from Governments on the reinvigorated resident coordinator system confirms the good progress made to date. A total of 91 per cent of programme country Governments surveyed by the Department of Economic and Social Affairs in 2020 indicated that the United Nations was more relevant to their country’s development needs than three years ago, when the reforms began; 88 per cent indicated that resident coordinators were leading United Nations country teams effectively, up from 79 per cent only a year before; and 92 per cent reported that resident coordinators had ensured a coherent United Nations response to the COVID-19 pandemic.

Over the course of 2022, the resident coordinator system will continue to actively position the United Nations development system to provide effective, efficient and accountable support to countries in their efforts to implement the 2030 Agenda. It will lead the last batch of a new generation of common country analyses and United Nations Sustainable Development Cooperation Frameworks to complete the shift from the United Nations Development Assistance Frameworks to the tools of a new generation of United Nations country teams. It will consolidate the measures in its purview recommended by the regional and the multi-country office reviews, to ensure that all countries can fully benefit from the offer of the United Nations development system, and it will contribute to efforts for system-wide evaluation to assess the impact of joint delivery of support by the system. It will continue to pursue greater efficiencies, to track the implementation of the funding compact and to mobilize partners and stakeholders to achieve the Sustainable Development Goals. It will also continue to support the immediate response and support for countries’ long-term recovery from the COVID-19 pandemic, and will make vaccine equity a priority, coordinating a joined-up system to ensure equitable vaccine distribution and access, through the COVAX Facility, with the World Health Organization and the United Nations Children’s Fund, among others, playing a pivotal role.

The resident coordinator system will continue to deliver on its mandates, living up to the spirit and ambition of the United Nations development system reforms, as enshrined in General Assembly resolution [72/279](#) and the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system. Millions of lives and livelihoods are at stake. We are collectively determined to help countries to recover better from the COVID-19 pandemic and to have their development trajectories firmly back on track to achieve the Sustainable Development Goals during the decade of action. We can accomplish this only by working together.

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

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 1.412 General Assembly resolution [72/279](#) on the repositioning of the United Nations development system and the Economic and Social Council segment on operational activities for development guide the scope and implementation of the activities of the resident coordinator system. In line with resolution [72/279](#), the substantive mandates of the resident coordinator system are derived from the 2030 Agenda for a more prosperous world for people and the planet. The management of the resident coordinator system rests with the Development Coordination Office, with resident coordinators reporting directly to the Secretary-General. Resident coordinators are the designated representatives of the Secretary-General for development operations at the country level. At the heart of the resident coordinator system are 130 resident coordinators leading 131 United Nations country teams operating in 162 countries and territories. The Secretary-General will submit a comprehensive review with recommendations on the functioning of the reinvigorated resident coordinator system before the end of the seventy-fifth session of the Assembly. Any implications of the review with regard to the programme budget will be brought to the attention of the Assembly in accordance with the established budgetary procedures.

Programme of work

Objective

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

Strategy

- 1.414 To contribute to the objective, the resident coordinator system will focus on consolidating the resident coordinator leadership model and operationalizing a talent management pool to enable a fully reformed leadership model by the end of 2022. The resident coordinator system will scale up partnerships-driven development support to national Governments in order to achieve the Sustainable Development Goals by strengthening the implementation of country-level United Nations Sustainable Development Cooperation Frameworks.
- 1.415 The resident coordinator system will continue to increase the availability of information on and awareness of United Nations development system efforts and activities to support the 2030 Agenda and the decade of action for the Sustainable Development Goals at the global, regional and national levels by continuing to work with United Nations country teams to roll out a revamped UN-Info as the central platform for transparency and data relating to United Nations Development Assistance Framework and United Nations Sustainable Development Cooperation Framework results and to socioeconomic response plans. Data from UN-Info are now part of a central, more dynamic and efficient platform and will be extracted automatically to convey crucial data in country and global websites.
- 1.416 Furthermore, the resident coordinator system will work on accelerating the implementation of business operations strategies and the consolidation of back-office functions into common back

offices and premises into common premises in order to facilitate efforts across individual entities of the United Nations development system to ensure greater efficiencies at the national level.

- 1.417 The resident coordinator system will provide substantive and operational support to the United Nations Sustainable Development Group and its subsidiary groups and task teams with developing global policy and guidelines that ensure a coherent approach at the national, regional and global levels in areas such as business operations, COVID-19 response, Sustainable Development Goal financing and results reporting. The resident coordinator system will continue to support United Nations country teams in delivering individual and collective results, with the support of Development Coordination Office global and regional offices to equip them with the capacities and resources required.
- 1.418 The resident coordinator system will continue to leverage catalytic funding provided by the Joint Fund for the 2030 Agenda for Sustainable Development, the Secretary-General's United Nations COVID-19 Response and Recovery Fund to address the socio-economic consequences of COVID-19 and other pooled funding mechanisms at the global and national levels, to expand opportunities for social protection, economic transformation, resilience-building and strategic investment to advance sustainable development priorities.
- 1.419 The resident coordinator system plans to support Member States on issues related to COVID-19 by anchoring the socioeconomic response plans firmly within the United Nations Sustainable Development Cooperation Frameworks, to be implemented by United Nations country teams. These plans complement the Office for the Coordination of Humanitarian Affairs-led humanitarian response in countries, where relevant, and WHO-led global strategic plan on public health preparedness and response focused on a direct health response.
- 1.420 The above-mentioned work is expected to result in:
 - (a) A strengthened cadre of United Nations country team leaders at the national level, fully equipped to help countries to leverage partnerships and deliver on the decade of action for the Sustainable Development Goals;
 - (b) Increased support for countries through more efficient United Nations operations management at the country level;
 - (c) The operationalization of joint policies and programmatic guidance to regional and country entities;
 - (d) The scaling up of integrated policy solutions and innovative financing solutions to leave no one behind, while attracting and leveraging public and private financing for the Sustainable Development Goals.
- 1.421 The planned support on issues related to COVID-19 is expected to result in:
 - (a) Safeguarding lives and livelihoods by addressing the near-term socioeconomic, humanitarian and human rights aspects of the pandemic, with attention given to those hit hardest;
 - (b) Governments being supported throughout the national vaccination planning processes, including through a fair and equitable distribution of vaccines to ensure that no one is left behind;
 - (c) Countries being enabled to mitigate the effects of COVID-19 through the effective implementation of joint programming.

External factors for 2022

- 1.422 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:

- (a) Adequate donor funding for the resident coordinator system, as well as for the Joint Fund for the 2030 Agenda for Sustainable Development, Secretary-General's United Nations COVID-19 Response and Recovery Fund and other key pooled funds;
 - (b) Continued engagement on the funding compact and the implementation of related commitments to ensure that the quality and quantity of funding allows the United Nations development system to maximize its comparative advantages and further incentivize United Nations coherence and unity of purpose.
- 1.423 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. If the pandemic continues to have an impact on the planned deliverables and activities, these would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 1.424 The resident coordinator system integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It will also actively implement the United Nations Disability Inclusion Strategy, including within the Development Coordination Office and through the leadership of resident coordinators and their teams for coordinated and joint action by United Nations country teams across programming and operations, and report regularly on progress in implementation.
- 1.425 With regard to cooperation with other entities, the resident coordinator system works closely with Member States, United Nations development entities, Secretariat entities, international financial institutions and civil society partners to advance the Sustainable Development Goals and the 2030 Agenda.
- 1.426 With regard to inter-agency coordination and liaison, the resident coordinator system serves as the secretariat to the United Nations Sustainable Development Group and actively coordinates member United Nations entities at the principal, director and technical levels. The resident coordinators lead United Nations country teams in supporting national plans and priorities.

Evaluation activities

- 1.427 The following evaluations completed in 2020 have guided the proposed programme plan for 2022:
- (a) Review by the Joint Inspection Unit of mainstreaming environmental sustainability across organizations of the United Nations system;
 - (b) Review by the Joint Inspection Unit of the United Nations common premises: current practices and future prospects;
 - (c) A total of 19 United Nations Development Assistance Framework evaluations: 9 in Latin America and the Caribbean; 7 in Europe and Central Asia; and 3 in Africa.
- 1.428 The findings of the evaluations referenced above have been taken into account for the proposed programme plan for 2022. For example, in response to the Joint Inspection Unit review of common premises, the resident coordinator system will coordinate with the United Nations Sustainable Development Group members to address the capital financing requirements of initiatives towards establishing common premises. With respect to United Nations Development Assistance Framework evaluations, the Development Coordination Office is taking measures to improve the quality and independence of evaluations through updated evaluation guidelines and a new quality assurance system.
- 1.429 The following evaluations are planned for 2022:
- (a) A total of 16 United Nations Development Assistance Framework evaluations: 11 in Africa; 3 in Asia and the Pacific; 1 in the Arab States; and 1 in Latin America and the Caribbean;

- (b) The planning of 2022 evaluation activities will also be informed by the General Assembly's decision on the 2021 review by the Secretary-General of the resident coordinator system.

Programme performance in 2020

- 1.430 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Joint United Nations system response to COVID-19 at the country level

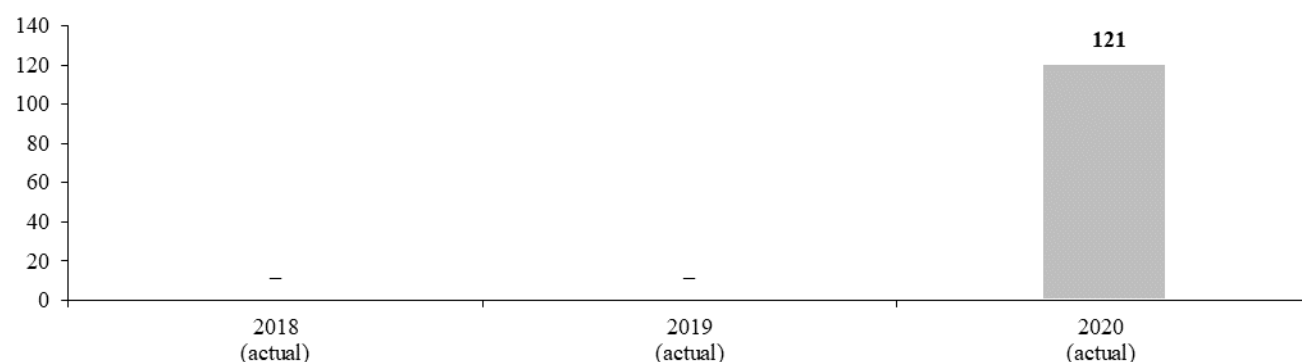
- 1.431 The United Nations package of socioeconomic support recognizes the promise of the 2030 Agenda and the need to accelerate decarbonization, protect natural capital, build resilient cities, and ensure social equality, inclusion and the realization of human rights for everyone, the rule of law and accountable, capable Governments and institutions, all of which contribute to economic transformation. For these reasons, the resident coordinator system has coordinated United Nations country team efforts to ensure that the socioeconomic response to COVID-19 is firmly anchored to national development plans and is to be integrated into the United Nations Sustainable Development Cooperation Frameworks in the upcoming programming cycle.
- 1.432 The resident coordinator system also enabled a network of expertise at the global, regional and national levels to work as one across all facets of the COVID-19 response, drawing on existing structures at the national and subnational levels. The United Nations country teams have supported Member States in the immediate health response under the technical lead of WHO and, where relevant, humanitarian response under the leadership of the Office for the Coordination of Humanitarian Affairs, and the socioeconomic response under the technical leaderships of UNDP. Strengthened resident coordinator office capacities have facilitated rapid analysis and planning. To measure United Nations progress in the COVID-19 response, a global indicator framework was developed to publicly report results through a COVID-19 data portal, which is part of United Nations efforts to improve coherence, transparency and accountability to better address the needs and priorities of Member States.

Progress towards the attainment of the objective, and performance measure

- 1.433 The above-mentioned work contributed to the objective, as demonstrated by 121 United Nations socioeconomic response plans developed covering 139 countries. (see figure 1.XXIX).

Figure 1.XXIX

Performance measure: number of United Nations socioeconomic response plans responding to COVID-19 developed



Impact of COVID-19 on programme delivery

- 1.434 Owing to the impact of COVID-19 few United Nations country teams requested the resident coordinator system to defer the common country analysis or United Nations Sustainable Development Cooperation Framework, in order to enable a greater focus on COVID-19 response.
- 1.435 At the same time, however, the resident coordinator system led the development of country-level analysis and planning, and socioeconomic response plans anchored to the United Nations Framework for the Immediate Socioeconomic response to COVID-19. Those efforts harnessed the technical leadership of UNDP, the Office for the Coordination of Humanitarian Affairs and WHO at both the global and country levels.
- 1.436 Furthermore, the resident coordinator system played an essential role in ensuring that United Nations personnel could stay and deliver mandated activities through two system-wide COVID-19 medical services mechanisms. Selected resident coordinator offices supported the Department of Operational Support in the operationalization of regional COVID-19 treatment centres and the execution of medical evacuations. Resident coordinator offices also coordinated the efforts of United Nations country teams to ensure appropriate health care support for United Nations personnel, including front-line workers, through the provision of testing and clinical services.
- 1.437 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the resident coordinator system will consider and mainstream lessons learned and good practices related to the adjustments and adaptation of its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include the importance of including entities without a physical country presence in the socioeconomic response. Building on the existing efforts, virtual platforms will be provided to allow for an inclusive approach to better engage entities that are not physically present. Another lesson learned is that, in order to sustain collaboration and a coherent, measurable response, pre-existing coordinating structures matter. Additional efforts regarding country-level coordination, including a data governance group and results groups, will be further promoted in 2022.

Planned results for 2022

- 1.438 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: new generation of resident coordinators and United Nations country teams able to deliver high-quality policy and programming support to countries for achieving the Sustainable Development Goals¹⁷

Programme performance in 2020

- 1.439 The resident coordinator system has developed 32 United Nations Sustainable Development Cooperation Frameworks with Governments, of which 21 have been signed. In doing so, the resident coordinator system applied the newly developed United Nations Sustainable Development Group guidelines. These articulate Member States' expectations of the primacy of the Cooperation Framework and its function as the core accountability tool between the United Nations country team and the Government and among country team members. The resident coordinator system also coordinated the development of the global United Nations Framework for the Immediate Socioeconomic Response to COVID-19 and United Nations socioeconomic response plans at the country level, anchoring them within national development plans and Cooperation Frameworks. Furthermore, the resident coordinator system has integrated the socioeconomic impact assessment

¹⁷ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 1)).

analysis into the common country analyses, developed as part of the Cooperation Framework exercise or through annual updates.

- 1.440 The above-mentioned work contributed to the increased alignment of activities with national needs and priorities, with 87 per cent of programme country Governments that consider United Nations development system activities to be “closely” or “very closely” aligned with national needs and priorities, which did not meet the planned target of 90 per cent, reflected in the proposed programme budget for 2020. This was due most likely to the impact of COVID-19.

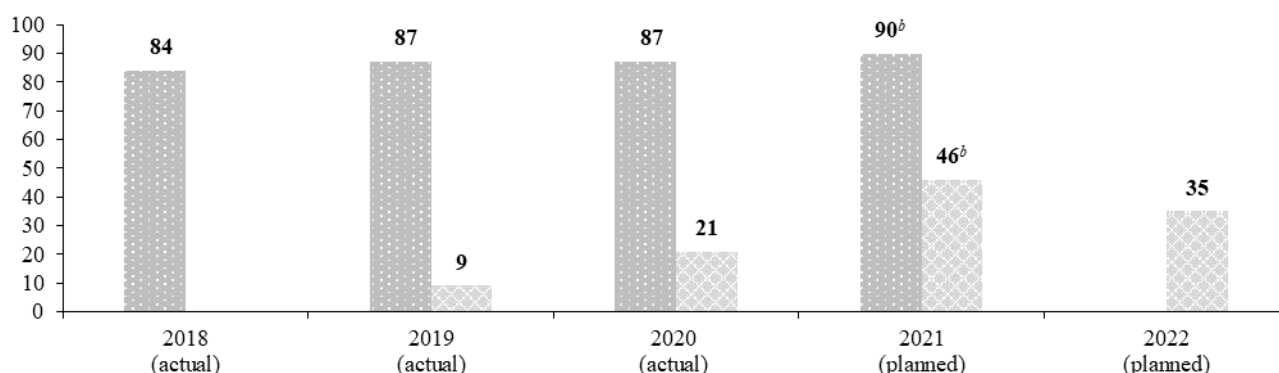
Proposed programme plan for 2022

- 1.441 The resident coordinator system will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the resident coordinator system will lead the development of 35 new United Nations Sustainable Development Cooperation Frameworks jointly with Governments and endeavour to implement joint workplans in all countries towards the implementation of the Cooperation Frameworks and legacy United Nations Development Assistance Frameworks. The expected progress is presented in the updated performance measure below (see figure 1.XXX).

Figure 1.XXX

Performance measure: programme country Governments that consider United Nations development system activities to be “closely” or “very closely” aligned with national needs and priorities^a and number of new cooperation frameworks signed with Governments (annual)

(Percentage and number)



^a See Department of Economic and Social affairs quadrennial comprehensive policy review monitoring and reporting framework.

^b To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: scaling up delivery on the decade of action for the Sustainable Development Goals through strengthened resident coordinator leadership for more joined-up support to Governments¹⁸

Programme performance in 2020

- 1.442 The resident coordinator system has developed the resident coordinator leadership profile to articulate what values and attributes resident coordinators should demonstrate and how they should act and perform their functions, and redesigned the Resident Coordinator Assessment Centre to align it to the 2030 Agenda. The resident coordinator system also developed a resident coordinator leadership development strategy, systematized the induction process for resident coordinators, provided all first-time resident coordinators with mentors, offered coaches to all resident

¹⁸ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 1)).

coordinators, provided spaces for them to share experiences with one another and conducted a needs assessment of gaps in knowledge among resident coordinator.

- 1.443 The resident coordinator system has also ensured that resident coordinators are diverse not only in terms of gender and geographic origins, but also in terms of their experience and expertise, to ensure that the profile of resident coordinators is an optimal fit for the country.
- 1.444 The Development Coordination Office has focused on three areas: (a) building a broad and deep pipeline of high-calibre candidates for resident coordinator posts, to increase choice in the selection phase; (b) revamping the resident coordinator selection system, to ensure that the best candidates are identified for each post; and (c) managing and supporting resident coordinators so that they perform better.
- 1.445 In addition, the resident coordinator system stepped up its engagement with United Nations Sustainable Development Group members through relevant inter-agency work and processes that build ownership of the system, such as the establishment of several inter-agency task forces to discuss the revamping of all pillars of resident coordinator talent management, the building of a talent pipeline, assessment, selection, leadership development and performance management.
- 1.446 The above-mentioned work contributed to a strengthened leadership talent pipeline and gender-balanced appointments of the resident coordinators, to better respond to the sustainable development needs of Governments, which met the planned target of the resident coordinator effectively leading and coordinating the strategic support by United Nations country teams for national plans and priorities, including through the improved quality of United Nations Sustainable Development Cooperation Frameworks, an improved United Nations development system collective offer, more coordinated and integrated responses, more coordinated fundraising, improved regional and subregional engagement and improved results reporting and dialogue with Governments, reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

- 1.447 The resident coordinator system will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the resident coordinator system will further develop its talent management system by continuing to increase the diversity of the resident coordinator cohort, preparing resident coordinator/Humanitarian Coordinator talent pipeline members to the resident coordinator role and rolling out the permanent performance management system for resident coordinators and United Nations country teams. The expected progress is presented in the performance measure below (see table 1.142).

Table 1.142

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
The separation of the functions of the resident coordinator and the resident representative of the United Nations Development Programme, allowing resident coordinators to focus fully on the critical task of coordinating United Nations support for	Launch of the new United Nations Sustainable Development Cooperation Framework at the country level, allowing for a robust dialogue between United Nations country teams and the host Government,	Strengthened leadership talent pipeline and gender-balanced appointments of the resident coordinators, to better respond to the sustainable development needs of Governments	Strengthened resident coordinators, identified through an integrated talent management system, lead United Nations country teams in an increasing number of leadership management interventions	Resident coordinators, identified through an integrated talent management system, effectively lead United Nations country teams in working with partners and supporting Governments across all regions in

Section 1 Overall policymaking, direction and coordination

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
the 2030 Agenda for Sustainable Development	facilitated by the strengthened resident coordinator system and the launch of the management and accountability framework		supporting Governments across all regions to record progress in the implementation of the 2030 Agenda, the Paris Agreement, the Sendai Framework for Disaster Risk Reduction 2015–2030 and other regional intergovernmental agreements (e.g., SIDS Accelerated Modalities of Action (SAMOA) Pathway, Programme of Action for the Least Developed Countries for the Decade 2011–2020 and Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024), and in the implementation of strategies of the Secretary-General (e.g., on women, young people and disability)	implementing the 2030 Agenda and other intergovernmental agreements

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: countries enabled to mitigate the effects of COVID-19
Proposed programme plan for 2022

- 1.448 The 2022 proposed programme plan builds on the foundations established during the first three years of the new resident coordinator system. Building on the findings of the review of the Secretary-General of the resident coordinator system and ensuing consideration by the General Assembly in 2021, the programme will ensure further consolidation in key areas so that the United Nations country teams continue, under the leadership of resident coordinators, to provide agile and effective support to Governments in helping countries to make progress towards implementing and achieving the 2030 Agenda and the Sustainable Development Goals, respectively.

Lessons learned and planned change

- 1.449 The lesson for the resident coordinator system was the importance of joined-up analysis and strategic planning across United Nations development system entities to enable more effective and efficient support, especially through high-quality United Nations Sustainable Development Cooperation Frameworks. In applying the lesson, the resident coordinator system will also draw on the experience of United Nations country teams, delivering together in support of countries' socioeconomic response to COVID-19 during 2020 and 2021. In 2022, the resident coordinator system will further draw on all relevant capacities, including from entities without a country presence, and across United Nations pillars. This is necessary not only to ensure an effective response, but also to recover better.

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

- 1.450 This work is expected to contribute to the objective, as demonstrated by the resident coordinator and United Nations country team continuing to scale up efforts to provide effective support to Governments on COVID-19 recovery and the Sustainable Development Goals through the effective implementation of joint programming (see table 1.143).

Table 1.143

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
—	—	The resident coordinator effectively leads the United Nations emergency development offer to Governments during the COVID-19 pandemic through United Nations socioeconomic response plans and analysis. These plans cover a short-to medium-term development response, paving the way for a more sustainable recovery towards achieving the Sustainable Development Goals	The resident coordinator and the United Nations country team implement socioeconomic response plans, aligned with the longer-term United Nations programming frameworks, adjusting programming across country contexts to ensure that COVID-19 recovery is an integral part of a country's development and Sustainable Development Goal strategy	The resident coordinator and the United Nations country team provide effective support to Governments on COVID-19 recovery and the Sustainable Development Goals through effective implementation of adjusted programmatic frameworks. An integrated focus brings together progress in COVID-19 recovery with other key intergovernmental commitments concerning the 2030 Agenda, the Paris Agreement and the Addis Ababa Action Agenda

Legislative mandates

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

General Assembly resolutions

70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/238	Operational activities for development of the United Nations system
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system		

Economic and Social Council resolution¹⁹

2019/15; 2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
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Deliverables

1.452 Table 1.144 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 1.144

Resident coordinator system: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	7	8	8
1. Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office	1	1	1	1
2. Report on the contribution of the United Nations Sustainable Development Group to the Sustainable Development Goals	–	–	1	1
3. Substantive briefings to Member States	6	6	6	6
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
6. United Nations Sustainable Development Group annual report on results achieved and resources used for Member States	1	1	1	1

¹⁹ The Economic and Social Council resolutions derived from the Council's segment on operational activities for development also continue to guide the resident coordinator system. The most recent such resolution is 2020/23.

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
Technical materials (number of materials)	369	376	460	497
7. Common country analyses to inform United Nations planning, programming and contribution to country-level implementation of the 2030 Agenda for Sustainable Development	96	84	131	131
8. United Nations country team reports to the universal periodic review	33	48	29	48
9. Templates for evaluations of United Nations Development Assistance Frameworks/United Nations Sustainable Development Cooperation Frameworks	26	13	35	12
10. Annual reports on joint United Nations country team results	90	85	90	131
11. New content on United Nations Sustainable Development Cooperation Frameworks for the United Nations country team websites launched	80	101	131	131
12. New content on United Nations Information Centre/resident coordinator office integration for United Nations country team websites	44	45	44	44
C. Substantive deliverables				
Consultation, advice and advocacy: meetings with Member States, regional organizations and the private sector on common action in support of development cooperation frameworks.				
D. Communication deliverables				
Digital platforms and multimedia content: update and enhancement of UN-Info for use by partners as the central platform for transparency and data relating to the United Nations Development Assistance Framework and Cooperation Framework results.				
E. Enabling deliverables				
Administration: occupational health and safety for United Nations personnel and dependents; and inter-agency mechanisms supported.				
Legal services: support for the negotiation and conclusion of the legal framework to create an authorizing environment for the reinvigorated resident coordinator system with host countries.				

B. Proposed post and non-post resource requirements for 2022

Overview

- 1.453 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in table 1.145.

Table 1.145

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Grants and contributions ^a	13 571.8	13 571.8	–	–	–	–	–	13 571.8
Total	13 571.8	13 571.8	–	–	–	–	–	13 571.8

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

- 1.454 Pursuant to General Assembly resolution [72/279](#), the resident coordinator system is funded through a 1 per cent coordination levy on tightly earmarked non-core contributions to United Nations system development-related activities, a cost-sharing arrangement among the entities of the United Nations Sustainable Development Group and voluntary contributions. In 2022, the Secretariat share of the cost-sharing arrangement for entities of the Sustainable Development Group will remain at \$13,571,800, proposed to be funded from the regular budget. This amount represents no change compared with the appropriation for 2021.
- 1.455 The methodology for the calculation of the participating entity share and the amount for each participating entity is reflected in the report of the Secretary-General on revised estimates relating to the resident coordinator system under section 1, Overall policymaking, direction and coordination ([A/73/424](#)). The cost-sharing methodology is being reviewed as part of a comprehensive review of the reinvigorated resident coordinator system, including its funding arrangements, as requested by the General Assembly in its resolution [72/279](#). The Secretary-General will submit such a comprehensive review with recommendations on the functioning of the reinvigorated resident coordinator system before the end of the seventy-fifth session of the Assembly.
- 1.456 For 2022, the resident coordinator system expects to collect \$155 million from voluntary contributions, \$77 million from the cost-sharing arrangement and \$50 million from the 1 per cent coordination levy. These resources will be pooled and managed in the special purpose trust fund for the resident coordinator system. The distribution of the resources, which amounts to \$281,826,400, including resource changes, is reflected in tables 1.146 and 1.147.

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

Table 1.146

Financial resources by component

(Thousands of United States dollars)

Component	2020 expenditure	2021 estimate	Changes		2022 estimate
			Total	Percentage	
A. Executive direction and management	2 169.8	2 844.3	823.6	29.0	3 667.9
B. Programme of work					
1. Global coordination	11 915.5	14 453.8	2 252.7	15.6	16 706.5
2. Regional coordination	6 623.2	9 504.1	857.8	9.0	10 361.9
3. Country coordination	161 223.4	243 318.0	(4 732.4)	(1.9)	238 585.6
Subtotal, B	179 762.1	267 275.9	(1 621.9)	(0.6)	265 654.0
C. Programme support	9 952.4	11 706.2	798.3	6.8	12 504.5
Total	191 884.3	281 826.4	–	–	281 826.4

Table 1.147

Financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 estimate	Changes		2022 estimate
			Total	Percentage	
Post	119 124.1	164 321.1	13 471.5	8.2	177 792.6
Other staff costs	5 302.5	3 034.5	1 756.5	57.9	4 791.0
Hospitality	137.5	1 329.4	(4.8)	(0.4)	1 324.6
Consultants	11 077.7	23 198.1	(2 673.7)	(11.5)	20 524.4
Travel of staff	2 788.4	14 291.9	(4 531.6)	(31.7)	9 760.3
Contractual services	27 849.6	39 620.1	(7 793.9)	(19.7)	31 826.2
General operating expenses	20 438.3	31 794.5	955.5	3.0	32 750.0
Supplies and materials	2 361.7	1 942.6	54.3	2.8	1 996.9
Furniture and equipment	2 804.5	2 294.2	(1 233.8)	(53.8)	1 060.4
Total	191 884.3	281 826.4	–	–	281 826.4

- 1.457 The overall resource requirements for 2022 is maintained at the same level as 2021 and include the redeployment of resources among the objects of expenditure that are cost-neutral, as reflected in table 1.147. The increase in resources that fall mainly under posts (\$13.5 million), other staff costs (\$1.8 million) and general operating expenses (\$1.0 million) are covered from reductions under other non-post objects of expenditure, notably, consultants (\$2.7 million), contractual services (\$7.8 million), travel of staff (\$4.5 million) and furniture and equipment (\$1.2 million). The increases under posts and other staff costs are explained in paragraph 1.459 below. The increase under general operating expenses reflects the strengthening of business continuity capabilities of the resident coordinator offices during the COVID-19 pandemic. The overall increase is offset by reductions owing to efficiencies created by streamlined systems that will enable improved achievement of the mandate while also contributing to the management reform agenda of the Secretary-General, the expanded use of videoconferencing

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and virtual platforms to attend meetings in lieu of in-person attendance at such events, and the provision of advice virtually, to the extent possible. This also assumes that the new practice can be sustained in large part in 2022 without negatively affecting full and effective mandate implementation.

1.458 The estimated number of posts for the special purpose trust fund in 2022 is reflected in table 1.148.

Table 1.148
Post resources by component for 2022
(Number of posts)

	<i>Professional and higher</i>									<i>General Service and related</i>		<i>National staff</i>		
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>National Professional Officer</i>	<i>Local level</i>	<i>Total</i>
A. Executive direction and management	–	1	1	–	3	4	2	–	11	2	1	–	–	14
B. Programme of work														
1. Global coordination	–	–	–	2	10	16	12	–	40	–	3	–	–	43
2. Regional coordination	–	–	5	–	8	11	5	–	29	–	–	–	6	35
3. Country coordination	–	2	47	70	87	124	2	–	332	–	–	414	396	1 142
Subtotal, B	–	2	52	72	105	151	19	–	401	–	3	414	402	1 220
C. Programme support	–	–	–	1	3	7	2	–	13	6	1	–	–	20
Total	–	3	53	73	111	162	23	–	425	8	5	414	402	1 254

1.459 The estimated number of posts for the resident coordinator system in 2022 is 141 more than the estimated number of posts of 1,113 in the 2021 budget. The increased number of posts is due primarily to the strengthening of the administrative capacity of the country offices through the addition of one post (Local level) in each of the 132 resident coordinator offices to ensure adequate administrative support in the offices. These additions reflect a reduction in scope of operational support services that are provided by UNDP personnel at the country level and a greater reliance on Secretariat systems for resident coordinator system operations. The cost of these additional capacities is funded through efficiencies created by streamlined systems that will enable improved achievement of the mandate while also contributing to the management reform agenda of the Secretary-General. The additional 141 posts are further explained in paragraphs 1.460, 1.463, 1.465, 1.467 and 1.469.

Table 1.149
Distribution of resources by component
(Percentage)

<i>Component</i>	<i>2021 estimate</i>	<i>2022 estimate</i>
A. Executive direction and management	1.0	1.3
B. Programme of work		
1. Global coordination	5.1	5.9
2. Regional coordination	3.4	3.7
3. Country coordination	86.3	84.7
Subtotal, B	94.8	94.3
C. Programme support	4.2	4.4
Total	100.0	100.0

Budget by component

Executive direction and management

- 1.460 The proposed resources under executive direction and management would provide for the Office of the Assistant Secretary-General for Development Coordination. This Office provides strategic planning for the resident coordinator system, supports the Chair, Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of quadrennial comprehensive policy review implementation and progress tracking. In addition, it is responsible for managing strategic partner relations and coordinating the engagement of the United Nations development system with the Executive Committee/Deputies Committee mechanism and for providing oversight and strategic leadership of the Office of the Sustainable Development Group. The Assistant Secretary-General is responsible for the oversight of the 132 resident coordinator offices and the work of 103 Development Coordination Office staff. Four posts were added to further strengthen the existing capacities, including one P-5 post to strengthen partnerships, two P-4 posts to provide support to intergovernmental engagement and intergovernmental reporting, strategic partnerships advice, outreach to Member States, and resource mobilization, and one P-3 post in support of the Sustainable Development Group secretariat function. The distribution of resources is reflected in tables 1.150 and 1.151.
- 1.461 The extrabudgetary resources under this component are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

Table 1.150

Resource requirements: executive direction and management

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2021 estimate	2022 estimate	Variance	2021 estimate	2022 estimate
Post	2 114.6	2 973.3	858.7	10	14
Non-post	729.7	694.6	(35.1)	—	—
Total	2 844.3	3 667.9	823.6	10	14

Table 1.151

Requirements by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 estimate	2022 estimate	Variance
Post	1 765.9	2 114.6	2 973.3	858.7
Other staff costs	256.7	163.8	424.2	260.4
Hospitality	—	12.0	8.0	(4.0)
Consultants	97.4	150.0	75.0	(75.0)
Travel of staff	7.5	146.9	104.6	(42.3)
Contractual services	37.1	200.0	37.5	(162.5)
General operating expenses	5.2	57.0	45.3	(11.7)
Total	2 169.8	2 844.3	3 667.9	823.6

Programme of work

- 1.462 The distribution of resources under programme of work (global, regional and country coordination) is reflected in tables 1.152 and 1.153.

Table 1.152

Resource requirements: programme of work

(Thousands of United States dollars/number of posts)

	Resources			Posts	
	2021 estimate	2022 estimate	Variance	2021 estimate	2022 estimate
Global coordination	14 453.8	16 706.5	2 252.7	42	43
Regional coordination	9 504.1	10 361.9	857.8	33	35
Country coordination	243 318.0	238 585.6	(4 732.4)	1 012	1 142
Total	267 275.9	265 654.0	(1 621.9)	1 087	1 220

Table 1.153

Requirements by object of expenditure: programme of work

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 estimate	2022 estimate	Variance
Post	113 891.2	159 150.4	171 085.0	11 934.6
Other staff costs	4 351.5	2 143.1	3 387.3	1 244.2
Hospitality	137.5	1 317.4	1 316.6	(0.8)
Consultants	9 942.9	22 992.1	20 417.4	(2 574.7)
Travel of staff	2 760.3	13 944.3	9 517.4	(4 426.9)
Contractual services	27 589.7	38 452.0	31 076.1	(7 375.9)
General operating expenses	16 088.5	25 752.9	26 182.9	430.0
Supplies and materials	2 359.9	1 942.6	1 956.9	14.3
Furniture and equipment	2 640.6	1 581.1	714.4	(866.7)
Total	179 762.1	267 275.9	265 654.0	(1 621.9)

Global coordination

- 1.463 Under global coordination, branches and sections of the Development Coordination Office at Headquarters work with entities and mechanisms of the United Nations Sustainable Development Group to improve the strategic and operational coherence of operational activities for development by fostering system-wide approaches and providing coordinated and, where relevant, integrated policy and strategic guidance to United Nations country teams. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator System Leadership Branch, the Country Business Strategies Section and the Communications and Results Reporting Section. To support the institutional use of social media promulgated by the Secretary-General in his bulletin [ST/SGB/2019/5](#), one P-3 post has been added under the Communications and Results Reporting Section, and the incumbent will be responsible for maintaining social media accounts of United Nations country teams and supporting resident coordinators in their social media engagements.

1.464 The distribution of resources for global coordination is reflected in tables 1.154 and 1.155.

Table 1.154

Resource requirements: global coordination

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>
Post	8 694.1	8 870.0	175.9	42	43
Non-post	5 759.7	7 836.5	2 076.8	–	–
Total	14 453.8	16 706.5	2 252.7	42	43

Table 1.155

Requirements by object of expenditure: global coordination

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>
Post	7 405.4	8 694.1	8 870.0	175.9
Other staff costs	611.9	276.0	1 718.8	1 442.8
Consultants	2 229.1	729.1	1 977.5	1 248.4
Travel of staff	43.2	546.4	334.0	(212.4)
Contractual services	1 487.9	4 076.3	3 442.5	(633.8)
General operating expenses	126.9	118.9	349.4	230.5
Supplies and materials	8.7	10.0	–	(10.0)
Furniture and equipment	2.4	3.0	14.3	11.3
Total	11 915.5	14 453.8	16 706.5	2 252.7

Regional coordination

1.465 The regional coordination function of the resident coordinator system focuses on overseeing and supporting the coherent and effective delivery of operational activities for development by resident coordinators and United Nations country teams through integrated policy programming and operational support, together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic and social commissions. To support the increasing coordination activities of the offices in the regions, two P-5 posts were added: one in the regional office for Arab States and one in the regional office for Europe and Central Asia.

1.466 The distribution of resources for regional coordination is reflected in tables 1.156 and 1.157.

Table 1.156

Resource requirements: regional coordination

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2021 estimate	2022 estimate	Variance	2021 estimate	2022 estimate
Post	6 505.6	7 014.3	508.7	33	35
Non-post	2 998.5	3 347.6	349.1	–	–
Total	9 504.1	10 361.9	857.8	33	35

Table 1.157

Requirements by object of expenditure: regional coordination

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 estimate	2022 estimate	Variance
Post	5 367.4	6 505.6	7 014.3	508.7
Other staff costs	131.0	377.8	928.7	550.9
Hospitality	–	7.4	16.6	9.2
Consultants	267.2	663.0	708.5	45.5
Travel of staff	232.8	739.3	485.2	(254.1)
Contractual services	171.7	320.3	326.6	6.3
General operating expenses	393.4	733.4	777.7	44.3
Supplies and materials	13.7	22.0	6.5	(15.5)
Furniture and equipment	46.0	135.3	97.8	(37.5)
Total	6 623.2	9 504.1	10 361.9	857.8

Country coordination

1.467 Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading United Nations development system support for the implementation of the 2030 Agenda at the country level. This is carried out in line with national priorities, needs and planning frameworks under the ownership and leadership of programme countries, in a coherent, coordinated and, where possible, integrated manner to maximize impact and sustainable development results. The number of posts has increased by 130, reflecting the net effect of the additional administrative support posts for the country offices, resulting from the continued transition of services previously provided by UNDP to the Secretariat, and the alignment of the staffing table with the approved post structure for each office.

1.468 The distribution of resources for country coordination is reflected in tables 1.158 and 1.159.

Table 1.158
Resource requirements: country coordination

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2021 estimate	2022 estimate	Variance	2021 estimate	2022 estimate
Post	143 950.7	155 200.7	11 250.0	1 012	1 142
Non-post	99 367.3	83 384.9	(15 982.4)	–	–
Total	243 318.0	238 585.6	(4 732.4)	1 012	1 142

Table 1.159
Requirements by object of expenditure: country coordination

(Thousands of United States dollars)

Objective of expenditure	2020 expenditure	2021 estimate	2022 estimate	Variance
Post	101 118.4	143 950.7	155 200.7	11 250.0
Other staff costs	3 608.6	1 489.3	739.8	(749.5)
Hospitality	137.5	1 310.0	1 300.0	(10.0)
Consultants	7 446.6	21 600.0	17 731.4	(3 868.6)
Travel of staff	2 484.3	12 658.6	8 698.2	(3 960.4)
Contractual services	25 930.1	34 055.4	27 307.0	(6 748.4)
General operating expenses	15 568.2	24 900.6	25 055.8	155.2
Supplies and materials	2 337.5	1 910.7	1 950.4	39.7
Furniture and equipment	2 592.2	1 442.7	602.3	(840.4)
Total	161 223.4	243 318.0	238 585.6	(4 732.4)

Programme support

- 1.469 Programme support services are provided by the Resident Coordinator System Business Management Branch in the Development Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability for and oversight of the system. The Branch serves as the Executive Office of the Development Coordination Office and provides daily business services and administrative support to the Office at the global level, including on human resources, information technology, finance, travel, procurement and systems platform management. It is responsible for the development and oversight of and reporting on the Office's headquarters budget. The Branch manages the operational relationship with the service providers of the resident coordinator system. It advises and provides backstopping support on business services to the Office's regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results-based budgeting and regular reporting, including to the Fifth Committee. It is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system. The Branch is also responsible for policy guidance on management accountability and oversight support for the Office in coordination with other offices within the Secretariat. To support the human resources requirements of the resident coordinator system, three posts were added, including one P-4 and two additional posts (General Service (Principal level)) to provide staff life cycle management, including career development, and additional recruitment capacity for staff, consultants and individual contractors, and to support the Branch on other human resources-related tasks. An additional P-4 post to facilitate the establishment

Section 1 Overall policymaking, direction and coordination

of appropriate authorizing environment for the resident coordinator offices and to support matters pertaining to delegation of authority and enterprise risk management was also included.

1.470 The distribution of resources for programme support is reflected in tables 1.160 and 1.161.

Table 1.160

Resource requirements: programme support

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2021 estimate	2022 estimate	Variance	2021 estimate	2022 estimate
Post	3 056.1	3 734.3	678.2	16	20
Non-post	8 650.1	8 770.2	120.1	—	—
Total	11 706.2	12 504.5	798.3	16	20

Table 1.161

Summary of requirements object of expenditure: programme support

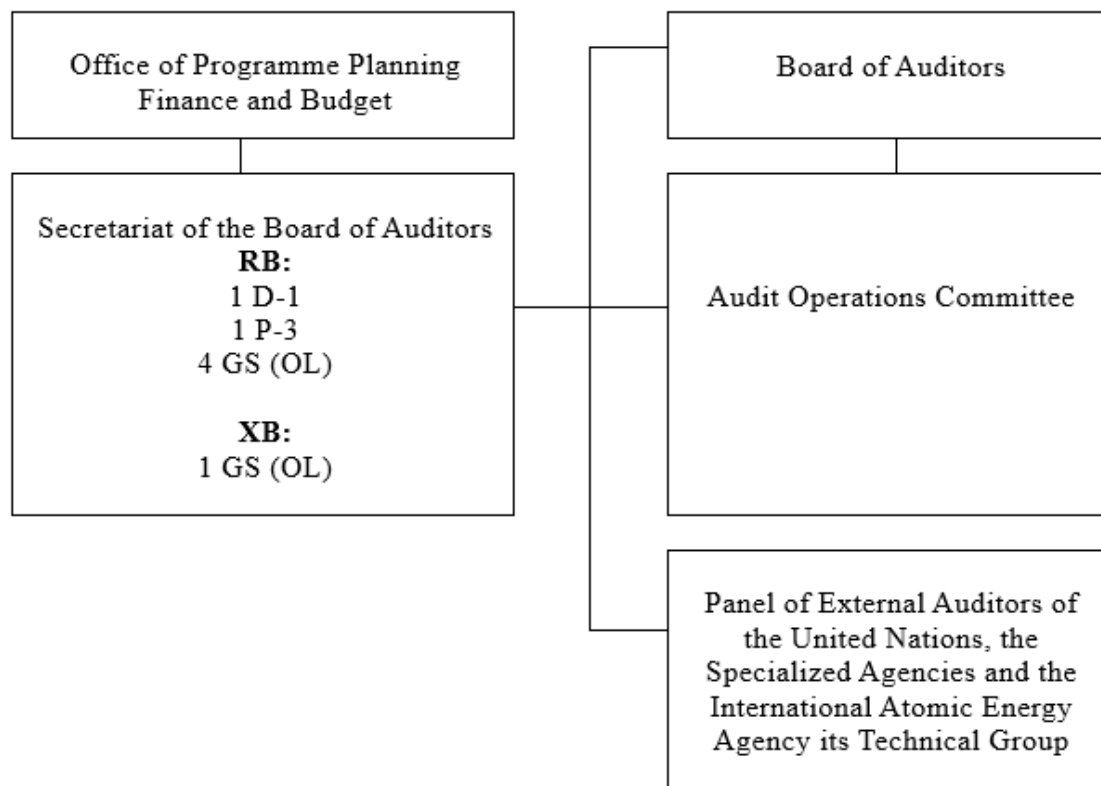
(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 estimate	2022 estimate	Change
Post	3 467.0	3 056.1	3 734.3	678.2
Other staff costs	694.30	727.6	979.5	251.9
Consultants	1 037.4	56.0	32.0	(24.0)
Travel of staff	20.6	200.7	138.3	(62.4)
Contractual services	222.8	968.1	712.6	(255.5)
General operating expenses	4 344.6	5 984.6	6 521.8	537.2
Supplies and materials	1.8	—	40.0	40.0
Furniture and equipment	163.9	713.1	346.0	(367.1)
Total	9 952.4	11 706.2	12 504.5	798.3

Annex I

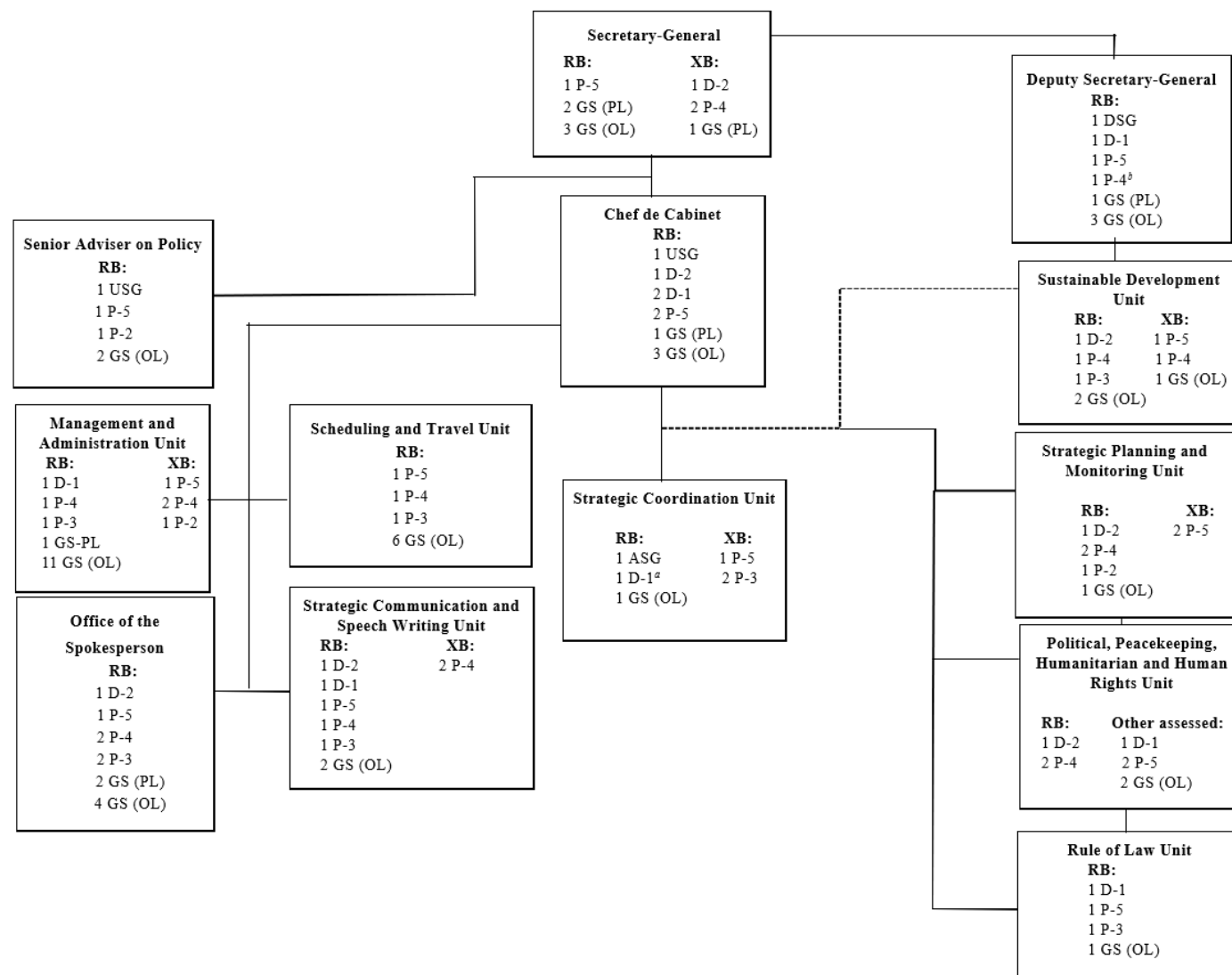
Organizational structure and post distribution for 2022

A. Board of Auditors



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

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

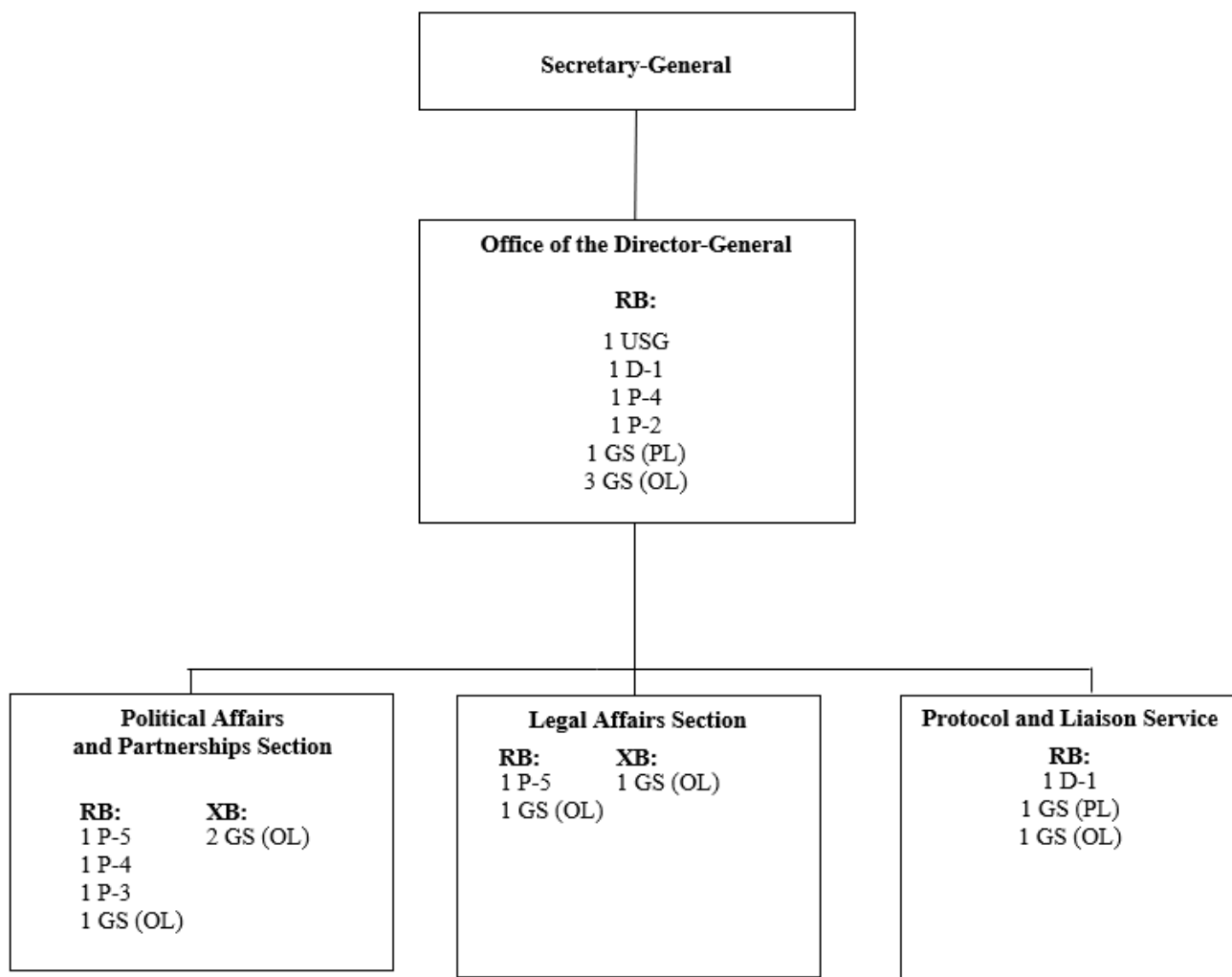


Abbreviations: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Redeployment from the Office of the Senior Adviser on Policy.

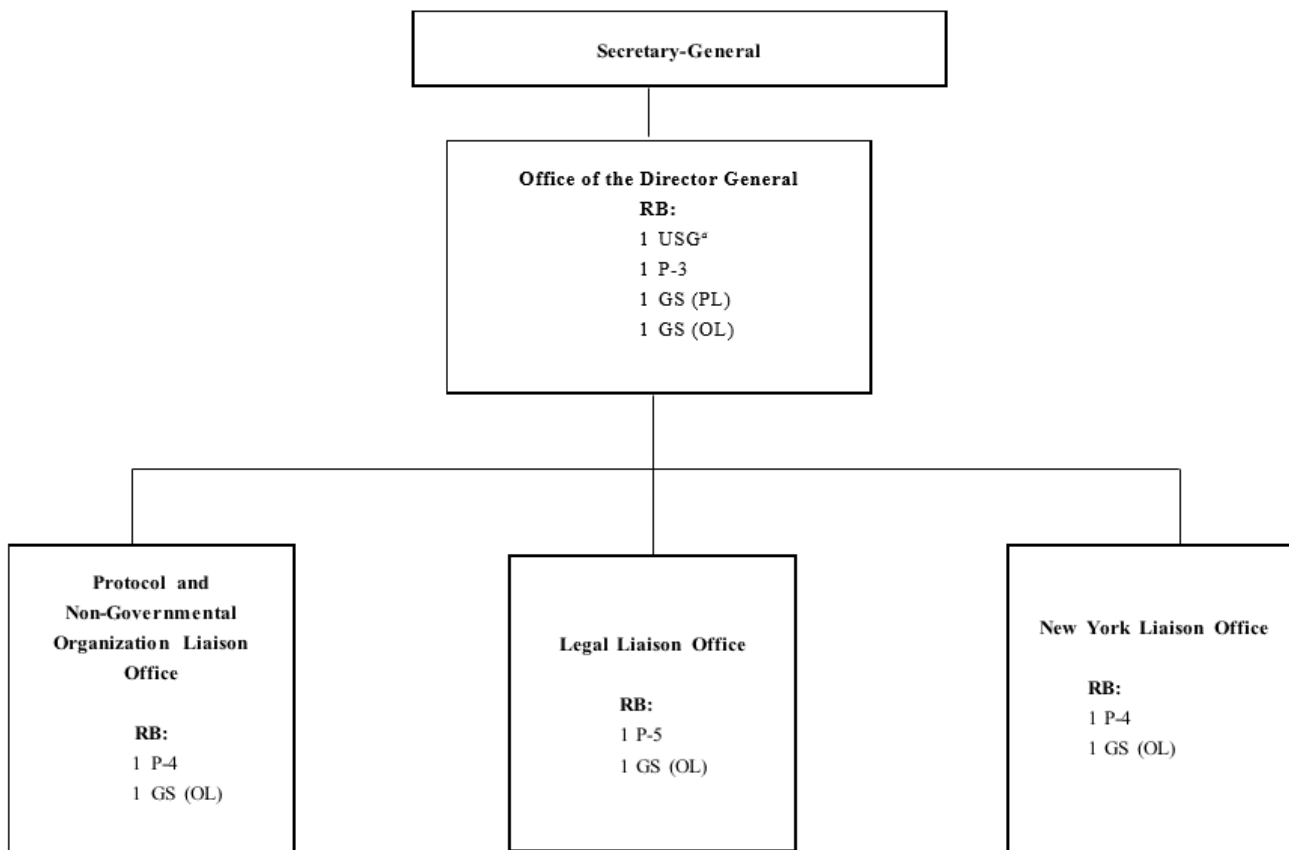
^b Redeployment from the Sustainable Development Unit.

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



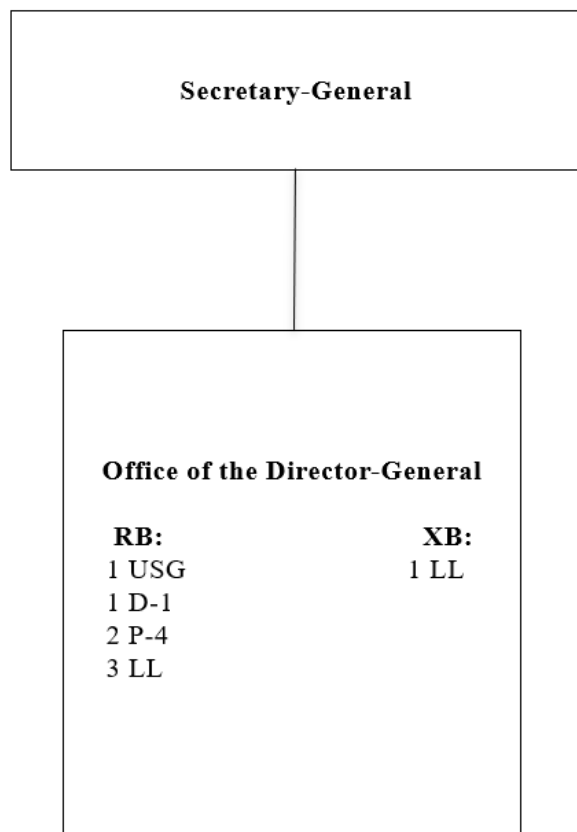
Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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

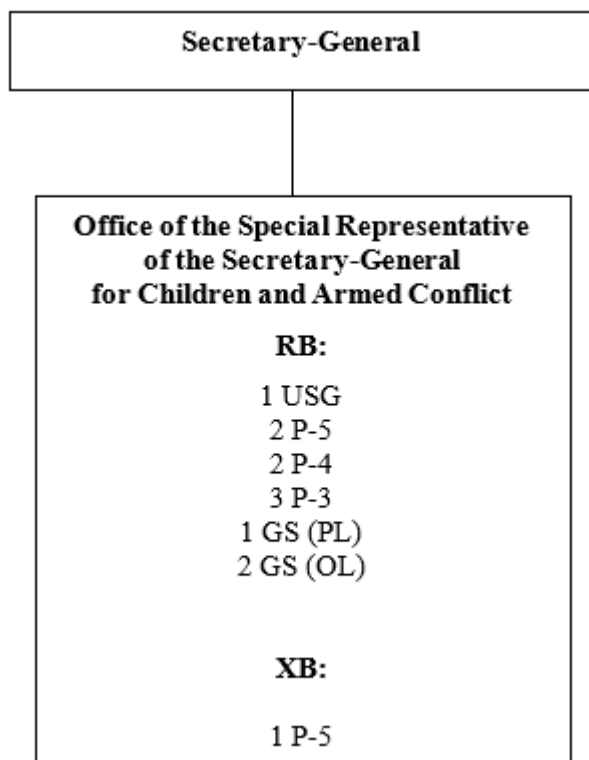


Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General.

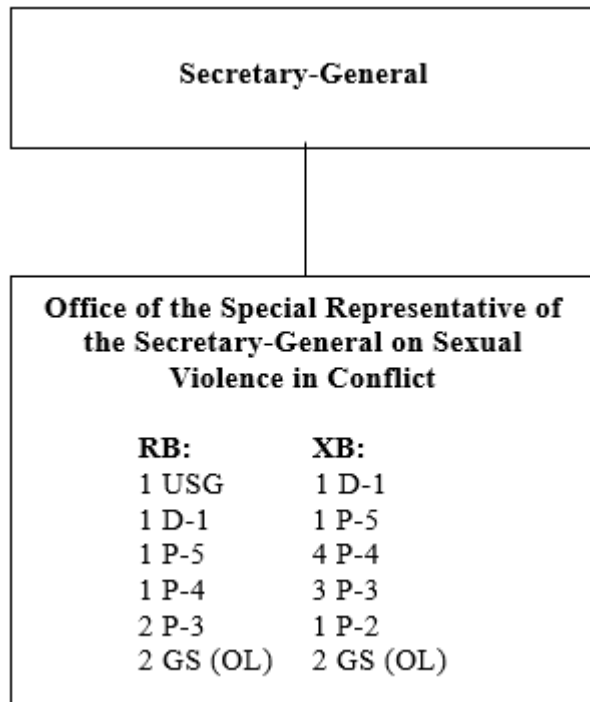
^a Reflected under the staffing complement of the United Nations Office on Drugs and Crime (sect. 16).

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

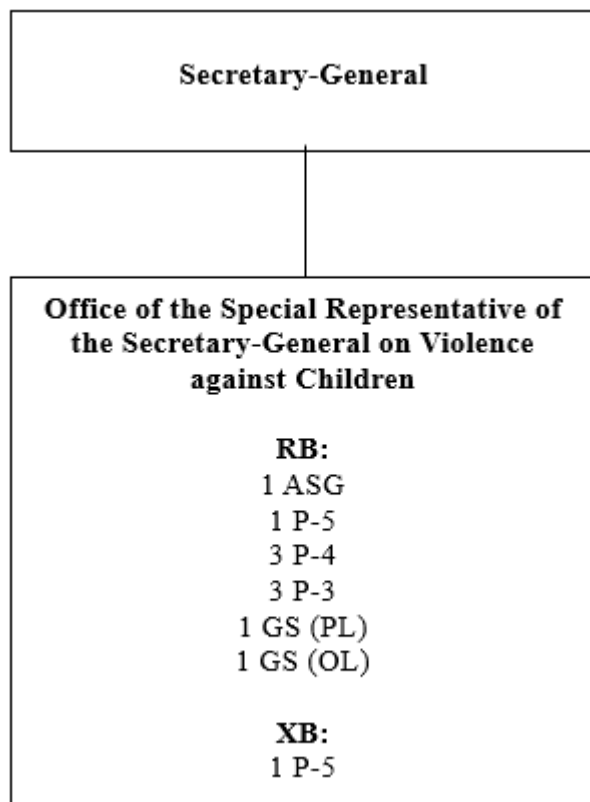
Abbreviations: LL (Local level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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

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

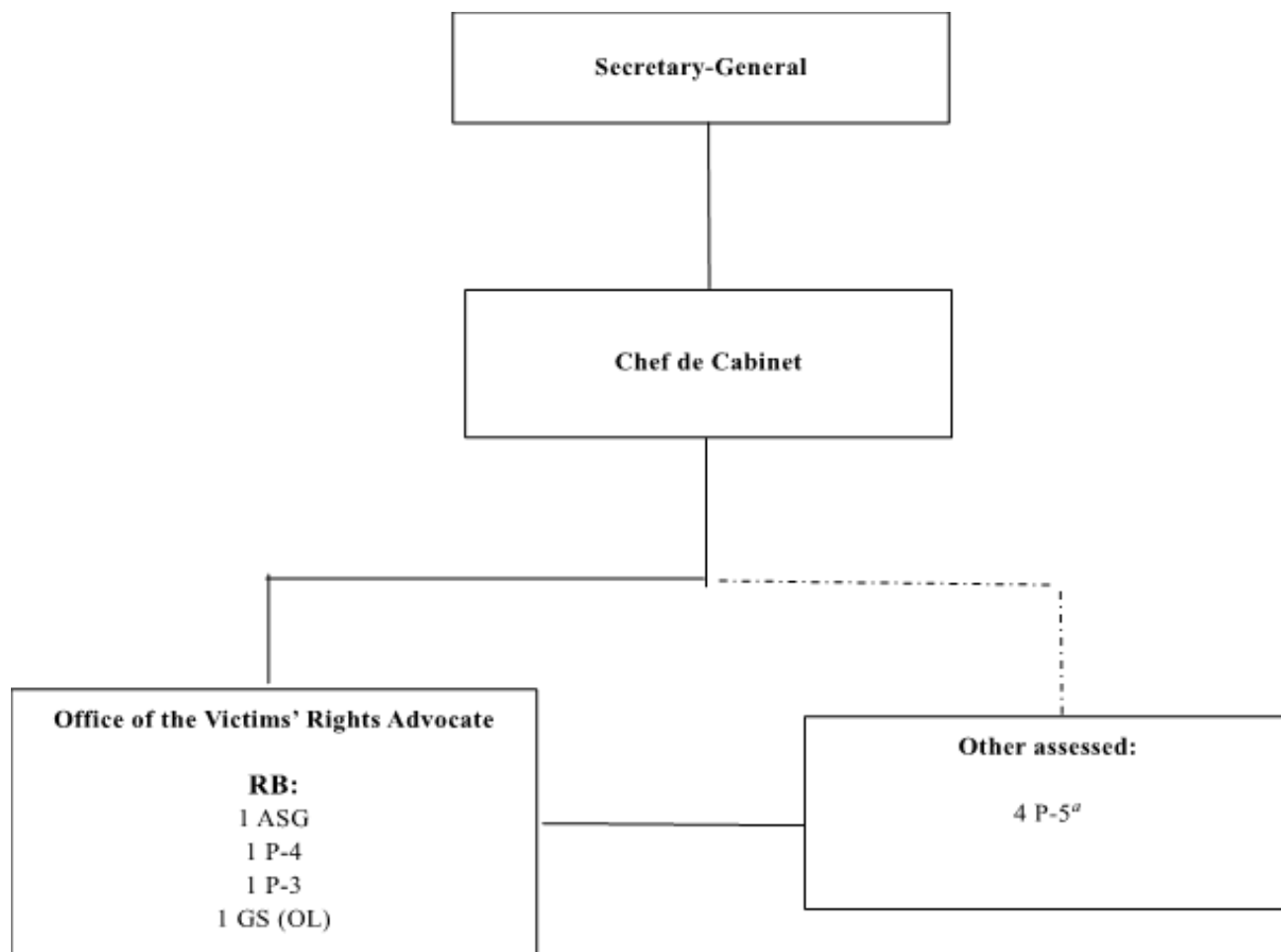
G. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

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

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

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

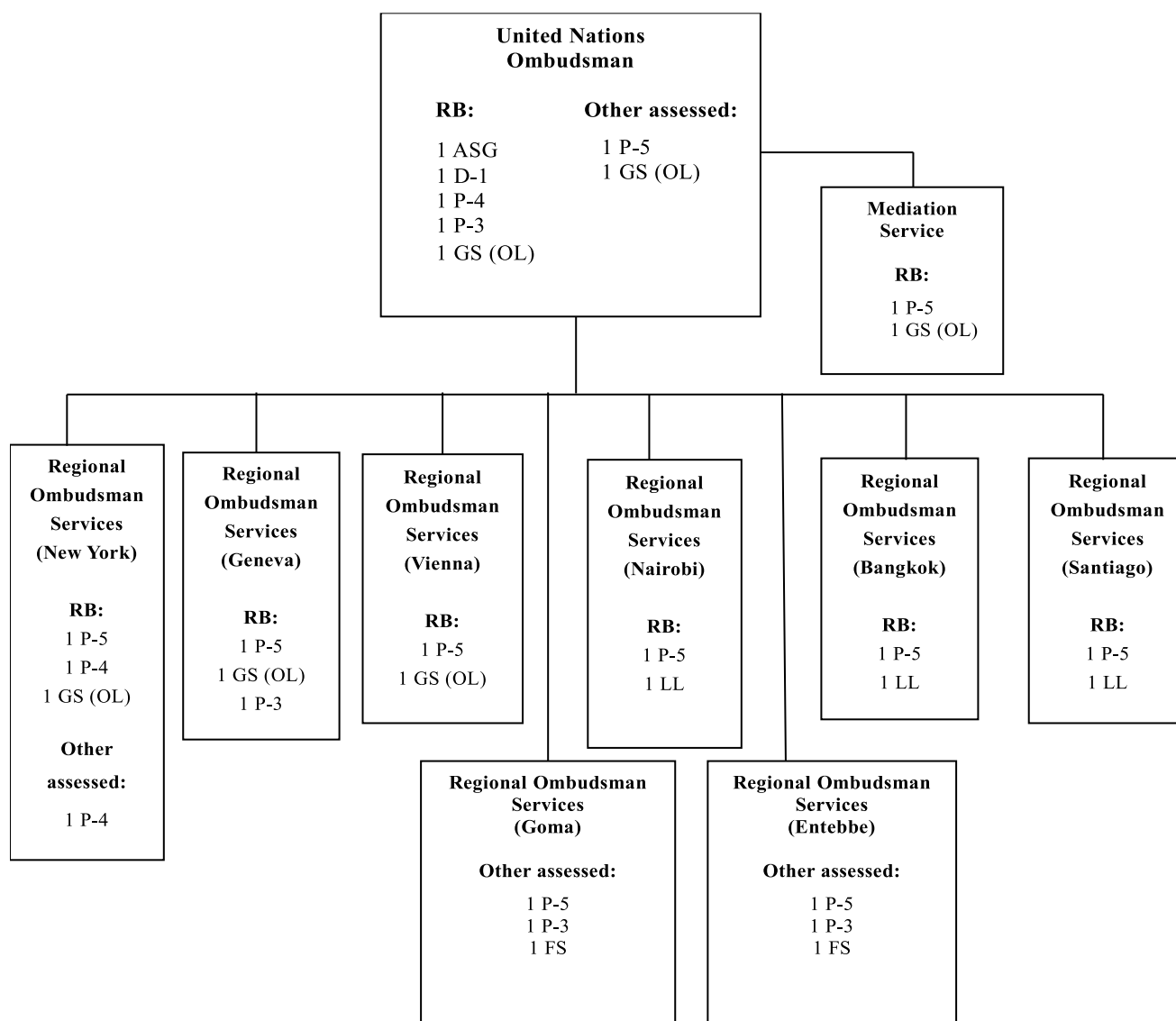
I. Office of the Victims' Rights Advocate



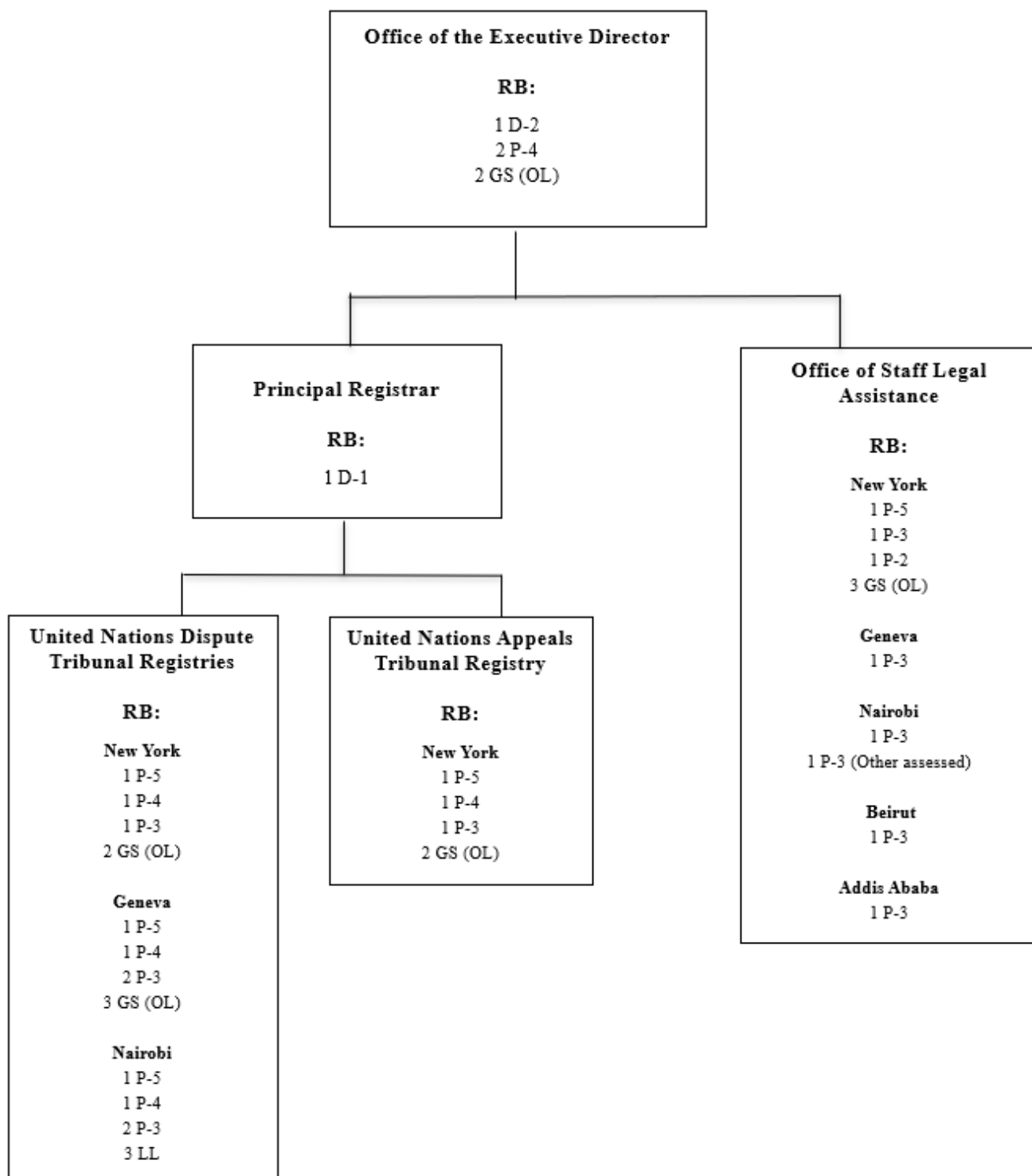
Abbreviations: ASG, Assistant Secretary-General; P, Professional; GS (OL), General Service (Other level); RB, regular budget.

^a Four Senior Victims' Rights Officer posts/positions, reflected under the following individual peacekeeping and special political missions: the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations Mission in South Sudan, the United Nations Integrated Office in Haiti and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic.

J. Office of the United Nations Ombudsman and Mediation Services

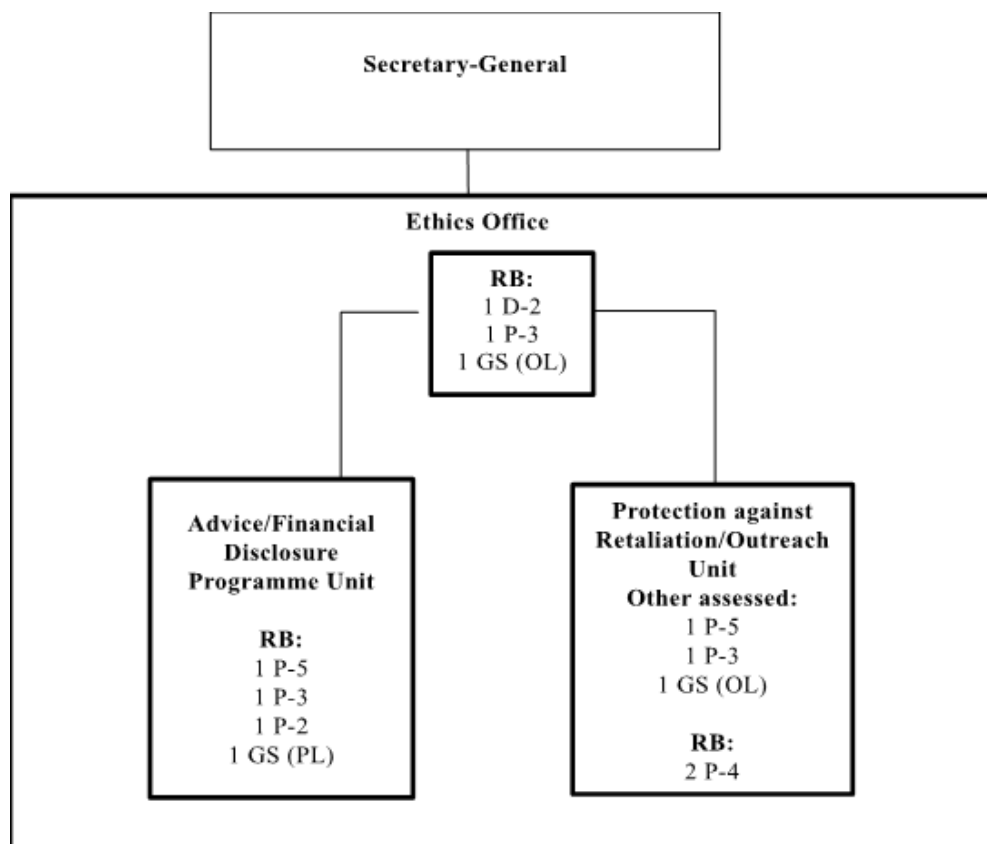


Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); LL, Local level; RB, regular budget; XB, extrabudgetary.

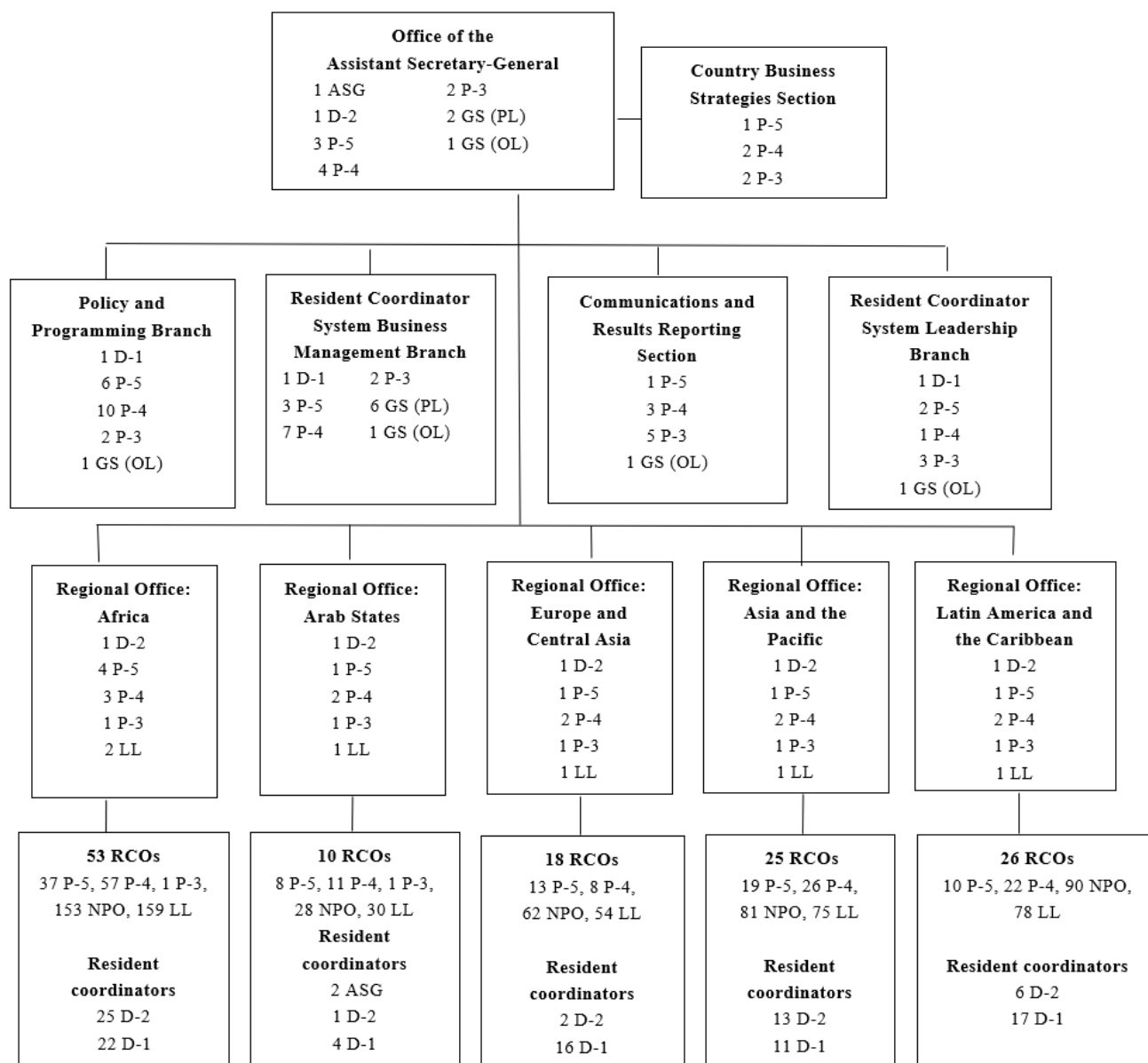
K. Office of Administration of Justice

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

L. Ethics Office



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

M. Resident coordinator system^a

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

^a The chart reflects only posts to be funded through the special purpose trust fund for the resident coordinator system during 2022. All posts at the D-1 level and above are subject to concurrence of the Advisory Committee on Administrative and Budgetary Questions.

Annex II

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

Resident coordinator system

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/75/7)

The Advisory Committee, therefore, recommends that the Secretary-General provide an update regarding the status of expenditure for the resident coordinator system to the General Assembly at the time of its consideration of the proposed programme budget for 2021. The Committee recommends that the Assembly request the Secretary-General to provide supplementary information on expenditure, by object of expenditure, for the full budget of the resident coordinator system in the context of future budget submissions (para. I.27).

The Advisory Committee is concerned that pool membership will result in the restriction of qualified external candidates to apply for vacancies. The Committee, therefore, recommends that the General Assembly request the Secretary-General to ensure the equal treatment of all internal and external candidates in recruitment processes, in line with Article 101 of the Charter of the United Nations and in accordance with the United Nations rules, regulations and processes governing the recruitment of staff. The Committee also trusts that updated information regarding the recruitment of staff in the resident coordinator system will be provided to the Assembly at the main part of its seventy-fifth session (para. I.31).

The Advisory Committee trusts that further efforts will be made to increase the representation of Member States in the resident coordinator system at the global, regional and national levels (para. I.32).

The Advisory Committee notes the differing mandates of the various regional actors in the United Nations development system and expects that regional coordination and structures will be revamped in the forthcoming comprehensive review of the resident

The information on expenditure by object of expenditure is included in the present report under the budget submission.

Internal and external candidates are treated equally when they apply for membership in the resident coordinator pool, which is a prerequisite for applying for resident coordinator posts. The Development Coordination Office will provide updated information regarding the recruitment of staff in the resident coordinator system to the General Assembly before the end of its seventy-fifth session.

The Development Coordination Office closely monitors geographic representation in the resident coordinator system. Hiring managers are reminded to consider candidates from as wide a geographical basis as possible when making selection decisions, in line with the objectives of the Secretary-General to ensure that staff reflects the international character of the Organization. Owing to these efforts, the resident coordinator system enjoys, to a high degree, a geographically diverse workforce. Currently, 158 nationalities are represented in the resident coordinator offices.

The report of the Secretary-General ([A/75/79-E/2020/55](#)) on the implementation of General Assembly resolution [71/243](#) on the quadrennial comprehensive policy review outlines main findings and his recommendations to the Economic and Social

Brief description of the recommendation

coordinator system, due by the end of the seventy-fifth session of the General Assembly (para. I.35).

The Advisory Committee notes the developments and efficiencies to date in the consolidation of business operations and looks forward to updated information regarding the efficiency efforts of the resident coordinator system. The Committee trusts that the Secretary-General will provide a longer-term plan regarding future improvements and plans to enhance efficiency gains at the regional and national levels from business operations and common resource provision, including back office services, premises, vehicles and jointly delivered services (para. I.38).

Action taken to implement the recommendation

Council on the new regional architecture. Member States pronounced themselves on those recommendations in Council resolution [2020/23](#), which governs the roll-out of the new regional architecture.

Accordingly, the United Nations development system has moved ahead with the roll-out of the regional architecture, as called for in resolution [2020/23](#), which will be done with full transparency and continued engagement with Member States of relevant regions.

The implementation of this measure is a key step in ensuring that the United Nations development system is better positioned to avoid duplication and increase the impact of its work in the regions. The report of the Secretary-General to the Economic and Social Council provided specific analysis on overlaps and the areas that needed to be revamped at the regional level, while explaining the specificities of each region.

The reporting of the Secretary-General on the reforms, as part of the quadrennial comprehensive policy review implementation report, will continue to include updates on all mandates emanating from General Assembly resolution [72/279](#) and resolutions on the quadrennial comprehensive policy review, including progress on common premises, common services and United Nations country team business operations.

The resident coordinator system (and the associated budget) covers a scope of work well beyond just the efficiency agenda, which is only one component of the scope of work that the resident coordinators manage. The United Nations Sustainable Development Group has established an efficiency reporting working group, which reports to the Sustainable Development Group's business operations task team. The working group has developed timelines for each of the initiatives reflected under the Sustainable Development Group's efficiency strategy. Furthermore, the efficiency report of the Sustainable Development Group will reflect progress on and the impact of the efficiency agenda from an agency and inter-agency perspective.

The United Nations Sustainable Development Group Business Innovations Group is in the process of developing the Sustainable Development Group's efficiency report, which will provide a more comprehensive overview of the impact of the efficiency agenda. The report will provide information with regard to inter-agency efficiency gains, bilateral efficiency gains and agency efficiency gains. United Nations entities have agreed to the template for the report and are in the process of gathering the data

The Advisory Committee trusts that further information regarding the global shared service centres, including structures and costs, will be provided to the General Assembly at the time of its consideration of the present report. The Committee further trusts that the longer-term implications of the implementation of the centres, subject to the approval of the Assembly, will be included in the review, as will the time required to transition to full-service provision by the Secretariat. Taking into account the high magnitude of resources involved, and the common goals and operational maturity of United Nations entities, the Committee considers that progress in the planning and implementation of consolidated common efficiency initiatives is slower than expected. Therefore, the Committee recommends to the Assembly that it request the Secretary-General to present comprehensive information on the implementation of the inter-agency common consolidated business initiatives, including on progress regarding efficiency gains achieved, an implementation plan and a timeline for the future, in the next budget submission for the resident coordinator system (para. I.39).

The Advisory Committee trusts that, upon submission of the general review of the resident coordinator system at the seventy-fifth session of the General Assembly, as requested by the Assembly in its resolution [72/279](#) (para. 16), the Secretariat and the Development Coordination Office of the resident coordinator system will clarify the levels of substantive, policy, administrative and other support services required from Secretariat departments, UNDP and the services to be provided by other entities. As regards the cost-sharing methodology and the financing of the resident coordinator system, the Committee notes that changes to the methodology may have implications for the

required to populate the report. The report will be an annual document, which will be published in time for the annual Economic and Social Council operational activities for development segment discussions. The first report was completed and endorsed by the Business Innovations Group in April 2021.

In July and December 2019, the United Nations services marketplace survey was disseminated to all High-level Committee on Management member entities as a first step towards the development of a network of shared service centres among United Nations entities.

In the first survey round, entities indicated which service activities they offered and what they would be prepared to offer in the future, as well as what services they would potentially like to receive. The second survey was issued to assess the scale and scope of the services provided by gathering data on the geographical distribution of and the capacities devoted to the services provided to other entities.

The survey's summary report was shared with all 21 responding entities in April 2020 in order to clarify what business operations services were requested and offered and whether those services were provided in-country or from an offshore location. The aim was to have United Nations entities work together on global shared services.

The United Nations Sustainable Development Group, the High-level Committee on Management and the Executive Office of the Secretary-General have met on three occasions to discuss the way forward for the Global Shared Service Centre project. A high-level approach has been agreed, and the current discussions focus on the governance mechanism. At this early stage, the details of how the resident coordinator system will engage with the Global Shared Service Centre have not yet been determined.

The General Assembly, in its resolution [75/252](#), reaffirmed its request to the Secretary-General to submit, before the end of its seventy-fifth session, a review with recommendations on the functioning of the reinvigorated resident coordinator system. While advancing every aspect of the technical request, the Development Coordination Office will work with the Office of the President of the General Assembly to determine the mechanics and timing of the presentation of the review.

regular budget. The Advisory Committee recalls the role of the Fifth Committee in terms of administrative and budgetary matters and recommends that the comprehensive review with financing options be presented for the consideration of the Assembly (para. I.43).

The Advisory Committee recalls once more that the budget of the resident coordinator system consists mainly of funds from both assessed and voluntary sources contributed by the different member organizations, including the 1 per cent levy, which are overseen by their respective governing bodies, each of which reviews only the funding related to its specific contribution. The Committee reiterates its view that there would be merit in analysing the full budget through the established budgetary procedures in a unified mechanism for intergovernmental oversight of the global budget of the resident coordinator system, including the cost-sharing arrangement, bearing in mind the provisions of General Assembly resolution [72/279](#) (see [A/70/7/Add.48](#), para. 22, and [A/73/579](#), para. 14). The Committee also sees merit in further strengthening the role of oversight and accountability mechanisms in view of the authority delegated to Resident Coordinators and the overall resident coordinator system at the national, regional and global levels (see para. I.35 above) (para. I.47).

The General Assembly, in its resolution [75/252](#), also recalled its resolution [72/279](#) and reaffirmed its request to the Secretary-General to report annually to the Economic and Social Council at its operational activities for development segment on the implementation of the reinvigorated resident coordinator system, including its funding, to ensure accountability towards Member States.

The Economic and Social Council operational activities for development segment is the body responsible for the oversight of and guidance on the reinvigorated resident coordinator system, in line with Economic and Social Council prerogatives in follow-up to quadrennial comprehensive policy review resolutions and as guided by General Assembly resolution [72/279](#), on repositioning the United Nations development system. In paragraph 17 of its resolution [72/279](#), the Assembly requested the Chair of the United Nations Sustainable Development Group to report to the Council at its operational activities for development segment. Further to the decision of Member States, the Council, on an annual basis, receives for its consideration, from the Chair of the Sustainable Development Group, a comprehensive report, including on the operational administrative and financing aspects of the activities related to the resident coordinator system, in fulfilment of the resident coordinator's accountability to Member States through the Council in its governance function.

In this connection, as mandated, the second report of the Chair of the United Nations Sustainable Development Group to the Economic and Social Council was considered at the latter's operational activities for development segment in May 2020. It included full information on funding, posts and expected results of the new resident coordinator system. The report also provided concrete indicators and results related to all resources allocated to the resident coordinator system, as well as a financial overview of the resources of the special purpose trust fund of the resident coordinator system. The report further provided the financial results for 2019 of the Development Coordination Office. States members of the Council, through resolution [2020/23](#), took note of the report of the Chair of the Sustainable Development

Group on the work of Office, including on its operational, administrative and financing aspects of the activities, consistent with practice of boards of agencies, funds and programmes. The General Assembly also took note of the report of the Chair in its resolution [74/297](#).

In addition to the oversight role of the Economic and Social Council, the Secretary-General endorses the full budget of the new resident coordinator system, including the level and number of posts, and any changes to the cost-sharing formula. The annual budget, including the Secretariat's share, proposed to be charged is presented to the General Assembly through the Advisory Committee on Administrative and Budgetary Questions. Furthermore, all posts proposed at the D-1 level and above are presented to the Committee for its concurrence. Lastly, the Secretariat is accountable to the contributors to the special purpose trust fund through the annual financial report.

With regard to oversight mechanisms within the Secretariat, the resident coordinators report directly to the Secretary-General, with day-to-day management by the Development Coordination Office. This represents a clear accountability line and is one of the main improvements brought about through the United Nations development system reforms. Before this, there was no clarity on reporting lines and accountabilities in the resident coordinator system.

It is important to add that, with respect to double- or triple-hatted country contexts, the humanitarian coordinator functions continue to report to the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator in contexts where international humanitarian assistance is required and where no separate Humanitarian Coordinator or lead agency is designated. The Deputy Special Representative of the Secretary-General reports to the Special Representative of the Secretary-General in contexts where peacekeeping or special political missions are deployed. This helps to ensure a clear separation of the functions and mandates between pillars, while ensuring coherence with double- and triple-hating arrangements.

Annex III

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

	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Office of the United Nations Ombudsman and Mediation Services	(1)	D-1	Abolishment of 1 post of Chief of Mediation Office in New York	Based on General Assembly resolution 75/252 , wherein the Assembly decided to retain the post of Chief of Mediation Office (D-1) until the current incumbent's mandatory retirement. The approved resources for 2021 included the D-1 post for 9 months.

Annex IV

Overall summary of financial resources

Overview of financial and post resources by component and funding source

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>
Financial resources												
I. Policymaking organs												
1. General Assembly	—	—	—	—	—	—	—	—	—	—	—	—
(a) Travel of representatives of Member States that are least developed countries	1 259.4	1 259.4	—	—	—	—	—	—	—	1 259.4	1 259.4	—
(b) Presidents of the General Assembly	210.8	210.8	—	—	—	—	1 500.0	1 750.0	250.0	1 710.8	1 960.8	250.0
(c) Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly	1 157.5	1 157.5	—	—	—	—	—	—	—	1 157.5	1 157.5	—
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	6 147.1	6 271.6	124.5	659.9	786.7	126.8	—	—	—	6 807.0	7 058.3	251.3
3. Committee on Contributions	322.1	322.1	—	—	—	—	—	—	—	322.1	322.1	—
4. Board of Auditors (including its secretariat)	3 738.6	3 738.6	—	4 257.1	4 257.1	—	6 300.7	6 300.7	—	14 296.4	14 296.4	—
5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	5 023.6	5 023.6	—	—	—	—	3 110.1	3 110.1	—	8 133.7	8 133.7	—
6. Committee for Programme and Coordination	413.0	413.0	—	—	—	—	—	—	—	413.0	413.0	—
7. Independent Audit Advisory Committee	513.5	513.5	—	—	—	—	—	—	—	513.5	513.5	—
Subtotal, policymaking organs	18 785.6	18 910.1	124.5	4 917.0	5 043.8	126.8	10 910.8	11 160.8	250.0	34 613.4	35 114.7	501.3

		<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
		<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>
II.	Secretary-General	1 027.2	1 027.2	–	–	–	–	–	–	–	1 027.2	1 027.2	–
III.	Executive direction and management												
1.	Executive Office of the Secretary-General	16 551.4	16 551.4	–	1 211.7	1 214.6	2.9	28 337.6	23 206.3	(5 131.3)	46 100.7	40 972.3	(5 128.4)
2.	Office of the Director-General, United Nations Office at Geneva	3 459.1	3 459.1	–	–	–	–	465.0	465.0	–	3 924.1	3 924.1	–
3.	Office of the Director-General, United Nations Office at Vienna	1 417.4	1 417.4	–	–	–	–	–	–	–	1 417.4	1 417.4	–
4.	Office of the Director-General, United Nations Office at Nairobi	938.6	938.6	–	–	–	–	357.3	156.9	(200.4)	1 295.9	1 095.5	(200.4)
Subtotal, executive direction and management		23 393.7	23 393.7	–	1 211.7	1 214.6	2.9	29 159.9	23 828.2	(5 331.7)	53 765.3	48 436.5	(5 328.8)
IV.	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	2 267.0	2 267.0	–	–	–	–	927.2	927.2	–	3 194.2	3 194.2	–
V.	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	1 769.1	1 769.1	–	–	–	–	2 797.2	2 972.9	175.7	4 566.3	4 742.0	175.7
VI.	Office of the Special Representative of the Secretary-General on Violence against Children	2 293.1	2 293.1	–	–	–	–	324.5	324.5	–	2 617.6	2 617.6	–
VII.	Office of the Victims' Rights Advocate	844.8	844.8	–	–	–	–	100.0	–	(100.0)	944.8	844.8	(100.0)
VIII.	Office of the United Nations Ombudsman and Mediation Services	4 082.1	3 965.2	(116.9)	2 615.8	2 653.7	37.9	225.0	225.0	–	6 922.9	6 843.9	(79.0)
IX.	Office of Administration of Justice	9 660.9	9 660.9	–	228.0	233.8	5.8	2 796.7	2 498.1	(298.6)	12 658.6	12 392.8	(292.8)
X.	Ethics Office	2 042.6	2 042.6	–	1 132.5	1 103.9	(28.6)	1 365.5	1 365.5	–	4 540.6	4 512.0	(28.6)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>
XI. Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	98.7	120.5	21.8	—	—	—	—	—	—	98.7	120.5	21.8
XII. Resident coordinator system	13 571.8	13 571.8	—	—	—	—	268 254.6	268 254.6	—	281 826.4	281 826.4	—
Subtotal, programme of work	36 630.1	36 535.0	(95.1)	3 976.3	3 991.4	15.1	276 790.7	276 567.8	(222.9)	317 397.1	317 094.2	(302.9)
Total	78 809.4	78 838.8	29.4	10 105.0	10 249.8	144.8	316 861.4	311 556.8	(5 304.6)	405 775.8	400 645.4	(5 130.4)
Post resources												
I. Policymaking organs												
1. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	12	—	3	3	—	—	—	—	15	15	—
2. Board of Auditors (including its secretariat)	6	6	—	—	—	—	1	1	—	7	7	—
3. Independent Audit Advisory Committee	2	2	—	—	—	—	—	—	—	2	2	—
Subtotal, policymaking organs	20	20	—	3	3	—	1	1	—	24	24	—
II. Executive direction and management												
1. Executive Office of the Secretary-General	92	92	—	5	5	—	17	18	1	114	115	1
2. Office of the Director-General, United Nations Office at Geneva	17	17	—	—	—	—	3	3	—	20	20	—
3. Office of the Director-General, United Nations Office at Vienna	9	9	—	—	—	—	—	—	—	9	9	—
4. Office of the Director-General, United Nations Office at Nairobi	7	7	—	—	—	—	2	1	(1)	9	8	(1)
Subtotal, executive direction and management	125	125	—	5	5	—	22	22	—	152	152	—

		<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
		<i>2021 appropriation</i>	<i>2022 estimate (before recosting)</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>	<i>2021 estimate</i>	<i>2022 estimate</i>	<i>Variance</i>
III.	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	11	11	—	—	—	—	3	1	(2)	14	12	(2)
IV.	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	8	8	—	—	—	—	12	12	—	20	20	—
V.	Office of the Special Representative of the Secretary-General on Violence against Children	10	10	—	—	—	—	1	1	—	11	11	—
VI.	Office of the Victims' Rights Advocate	4	4	—	—	—	—	—	—	—	4	4	—
VII.	Office of the United Nations Ombudsman and Mediation Services	22	21	(1)	9	9	—	—	—	—	31	30	(1)
VIII.	Office of Administration of Justice	40	40	—	1	1	—	—	—	—	41	41	—
IX.	Ethics Office	9	9	—	3	3	—	—	—	—	12	12	—
X.	Resident coordinator system	—	—	—	—	—	—	1 113	1 254	141	1 113	1 254	141
Subtotal, programme of work		104	103	(1)	13	13	—	1 129	1 268	139	1 246	1 384	138
Total		249	248	(1)	21	21	—	1 152	1 291	139	1 422	1 560	138