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Proposed programme budget for 2023

Proposed programme budget for 2023

Part I

Overall policymaking, direction and coordination

Section 1

Overall policymaking, direction and coordination

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* [A/77/50](#).

** 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 2023 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 2023 is provided under each policymaking organ and entity. The proposed resource level under section 1 provides for the full, efficient and effective implementation of mandates of all respective entities and offices.

Table 1.1

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Post	40 871.7	42 749.0	—	71.0	800.6	871.6	2.0	43 620.6
Other staff costs	1 771.7	2 368.9	—	—	95.1	95.1	4.0	2 464.0
Non-staff compensation	2 200.4	2 563.7	—	—	—	—	—	2 563.7
Hospitality	29.0	98.0	—	—	—	—	—	98.0
Consultants	534.9	307.6	(115.1)	—	—	(115.1)	(37.4)	192.5
Travel of representatives	3 824.8	6 604.6	—	105.8	(28.2)	77.6	1.2	6 682.2
Travel of staff	1 134.6	1 396.7	—	—	73.2	73.2	5.2	1 469.9
Contractual services	3 863.7	4 245.7	—	—	(100.4)	(100.4)	(2.4)	4 145.3
General operating expenses	503.1	676.6	—	—	(2.7)	(2.7)	(0.4)	673.9
Supplies and materials	22.8	115.3	—	—	1.5	1.5	1.3	116.8
Furniture and equipment	152.4	82.8	—	—	12.1	12.1	14.6	94.9
Grants and contributions	18 456.8	18 708.4	—	—	—	—	—	18 708.4
Total	73 366.0	79 917.3	(115.1)	176.8	851.2	912.9	1.1	80 830.2

Table 1.2

Overall: proposed posts and post changes for 2023^a

(Number of posts)

	Number	Details
Approved 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
Reclassification	–	Upward reclassification of 2 P-4 to P-5 and 1 GS (OL) to GS (PL) under the Advisory Committee on Administrative and Budgetary Questions (including its secretariat), and 1 GS (OL) to GS (PL) under the Board of Auditors (including its secretariat)
Redeployment	–	Redeployment of 1 GS (OL) from New York to Nairobi (LL) under the Administration of Justice
Conversion	4	Conversion of 1 USG, 1 P-5, 1 P-4 and 1 GS (OL) under the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse
Proposed for 2023	252	1 DSG, 7 USG, 4 ASG, 9 D-2, 15 D-1, 35 P-5, 36 P-4, 35 P-3, 5 P-2/1, 16 GS (PL), 79 GS (OL), 10 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	2022 approved ^a	Change ^a				2023 proposed ^a
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
DSG	1	—	—	—	—	1
USG	6	—	—	1	1	7
ASG	4	—	—	—	—	4
D-2	9	—	—	—	—	9
D-1	15	—	—	—	—	15
P-5	32	—	2	1	3	35
P-4	37	—	(2)	1	(1)	36
P-3	35	—	—	—	—	35
P-2/1	5	—	—	—	—	5
Subtotal	144	—	—	3	3	147
General Service and related						
GS (PL)	14	—	1	1	2	16
GS (OL)	81	—	(1)	(1)	(2)	79
LL	9	—	—	1	1	10
Subtotal	104	—	—	1	1	105
Total	248	—	—	4	4	252

^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.

Table 1.4
Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 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	1 336.2	1 336.2
(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 (A/52/303 , para. IB.10) Seventy-seventh resumed and seventy-eighth main sessions	218.2	218.2
(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 resources of the Department in support of the Presidents	Mandate: General Assembly resolutions 58/126 , 59/313 , 68/246 and 72/261 Seventy-seventh resumed and seventy-eighth main sessions	1 228.1	1 228.1
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	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 2023: 3	6 562.7	6 633.7

Section 1 Overall policymaking, direction and coordination

<i>Policy-making organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>
	provision of substantive, technical and administrative advice and support to the Advisory Committee			
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	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 2023: 1	341.7	341.7
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	Mandate: General Assembly resolution 74 (I) , as amended pursuant to resolution 55/248 Membership: 3 experts Number of sessions in 2023: 4	3 943.4	3 784.8
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 2023: 1	5 410.0	5 378.4
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 resolutions 31/93 and 76/236 Membership: 34 Member States Number of sessions in 2023: 1	438.2	544.0
7. Independent Audit Advisory Committee (including its secretariat)	Responsible for advising the General Assembly on the scope, results and effectiveness of audit and other oversight	Mandate: General Assembly resolutions 60/248 and 61/275 and decision 62/413 Membership: 5 experts	511.7	511.7

Part I Overall policymaking, direction and coordination

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>
	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	Number of sessions in 2023: 4		
Total			19 990.2	19 976.8

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

1. General Assembly

B. Proposed post and non-post resource requirements for 2023

Overview

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

- 1.3 The proposed regular budget resources for 2023 are reflected in table 1.5 and reflect no change in the resource level compared with the appropriation for 2022.

Table 1.5
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2021 expenditure</i>	<i>2022 appropriation</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2023 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Travel of representatives	403.4	1 336.2	—	—	—	—	—	—	1 336.2
Travel of staff	21.1	—	—	—	—	—	—	—	—
General operating expenses	0.2	—	—	—	—	—	—	—	—
Total	424.6	1 336.2	—	—	—	—	—	—	1 336.2

- 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>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Air tickets purchased at least 2 weeks before the commencement of travel	33	33	35	100	100

(b) Presidents of the General Assembly

- 1.5 The proposed regular budget resources for 2023, 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)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Other staff costs	0.1	2.1	—	—	—	—	—	2.1
Hospitality	0.3	28.2	—	—	—	—	—	28.2
Consultants	10.7	—	—	—	—	—	—	—
Travel of staff	35.7	105.1	—	—	—	—	—	105.1
Contractual services	94.8	65.6	—	—	—	—	—	65.6
General operating expenses	56.0	17.2	—	—	—	—	—	17.2
Supplies and materials	2.0	—	—	—	—	—	—	—
Furniture and equipment	0.9	—	—	—	—	—	—	—
Total	200.6	218.2	—	—	—	—	—	218.2

- 1.6 Additional details on the distribution of the proposed resources for 2023 are reflected in table 1.8 and figure 1.I.
- 1.7 As reflected in table 1.8 (1), the overall resources proposed for 2023 amount to \$218,200 before recosting and reflect no change in the resource level compared with the appropriation for 2022.

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

(Thousands of United States dollars)

(1) Regular budget

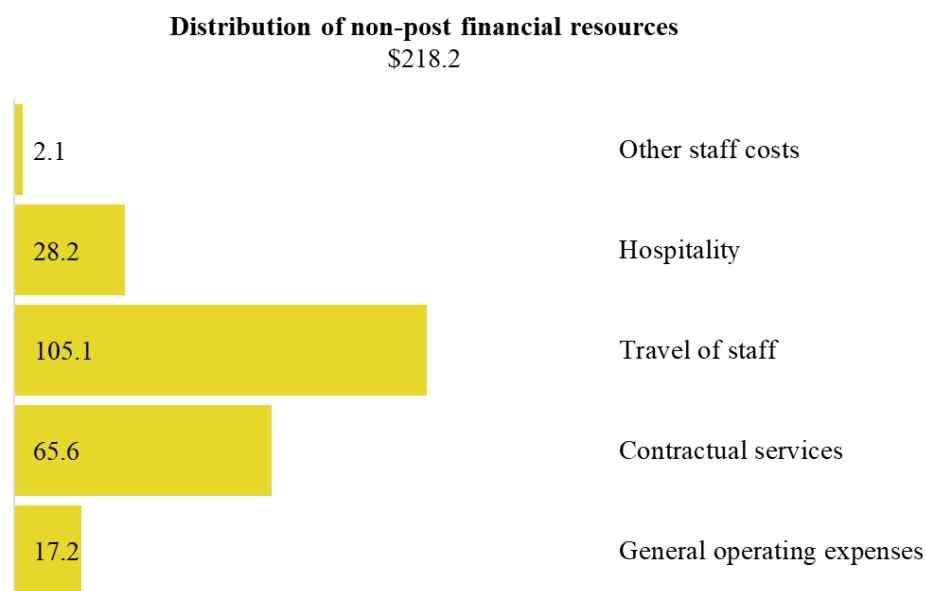
Component	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Presidents of the General Assembly	200.6	218.2	—	—	—	—	—	218.2
Subtotal, 1	200.6	218.2	—	—	—	—	—	218.2

(2) Extrabudgetary

Component	2021 expenditure	2022 estimate	Change		Percentage	2023 estimate
Presidents of the General Assembly	1 929.4	1 935.5			54.5	2 989.6
Subtotal, 2	1 929.4	1 935.5			54.5	2 989.6
Total	2 130.0	2 153.7			54.5	3 207.8

Figure 1.1
Distribution of proposed resources for 2023 (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 2023, extrabudgetary resources (cash contributions) of \$2,989,600, reflecting an increase of \$1,054,100, 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. The increase mainly represents funding for the fellowship programme established in 2021 and travel requirements for resumed engagements of the President of the General Assembly and in-person meetings. Extrabudgetary resources represent 93.2 per cent of the total resources for the Office.
- 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. 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>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	8	16	71	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	8	35	53	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 2023 are reflected in table 1.10 and reflect no change in the resource level compared with the appropriation for 2022.

Table 1.10
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Other staff costs	1 151.6	1 228.1	–	–	–	–	–	–	1 228.1
Total	1 151.6	1 228.1	–	–	–	–	–	–	1 228.1

- 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, and 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)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Timely submission of documentation	50	50	33	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	68	75	25	100	100

Impact of the pandemic

- 1.13 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular the ability to conduct fully in-person meetings of the General Assembly. The Assembly carried out its work through alternate means to guarantee business continuity and mitigate the spread of the disease. The adjustments in the modality of meetings 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. To the extent possible, in-person meetings were conducted, as was the case during the seventy-sixth session of the Assembly. A limited number of meetings of the Assembly and other related meetings had to be postponed or cancelled. The changes in the programmes of some high-level or informal meetings that were held in a virtual or hybrid format included adjustments that resulted in two hours for each morning meeting and two hours for each afternoon meeting, in the light of the availability of remote simultaneous interpretation for only two hours at a time.
- 1.14 In addition, in order to support Member States on issues related to the COVID-19 pandemic, within the overall scope of the objectives, the President of the General Assembly conducted regular meetings on COVID-19-related business continuity issues and preparations for the high-level week of the seventy-sixth session, which provided an option for pre-recorded statements from high-level representatives of Member States and observers. In-person attendance at the General Assembly

remained limited, but representatives of observers were invited to attend the Assembly meetings in person, in the General Assembly Hall. The Assembly also adopted new resolutions and decisions related to the pandemic and its impact on conducting the meetings of the Assembly, including resolution 76/175, entitled “Ensuring equitable, affordable, timely and universal access for all countries to vaccines in response to the coronavirus disease (COVID-19) pandemic”. The Assembly also adopted decisions on participation in a number of formal meetings of the Assembly, including decisions 76/503, entitled “Participation in formal plenary meetings of the General Assembly at its seventy-sixth session”; 76/511, entitled “Participation in the high-level meeting of the General Assembly on the appraisal of the United Nations Global Plan of Action to Combat Trafficking in Persons”; 75/558, entitled “Participation in formal plenary meetings of the General Assembly at its seventy-fifth session”; 75/562, entitled “Special session of the General Assembly against corruption”; and 75/573, entitled “General debate of the seventy-sixth session”. Other initiatives adopted by the Assembly relating to the impact of the pandemic included resolutions 76/184, entitled “Strengthening criminal justice systems during and after the coronavirus disease (COVID-19) pandemic”; 76/174, entitled “Implementing the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms through providing a safe and enabling environment for human rights defenders and ensuring their protection, including in the context of and recovery from the coronavirus disease (COVID-19) pandemic”; 76/133, entitled “Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)”; and 75/313, entitled “Strengthening the links between all modes of transport to ensure stable and reliable international transport for sustainable development during and after the coronavirus disease (COVID-19) pandemic”.

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

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.15 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 1.12 to 1.14.

Table 1.12
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	1 989.2	2 281.6	—	71.0	—	71.0	3.1	2 352.6
Other staff costs	10.6	87.2	—	—	—	—	—	87.2
Non-staff compensation	294.5	326.9	—	—	—	—	—	326.9
Travel of representatives	2 901.3	3 739.4	—	—	—	—	—	3 739.4
Travel of staff	363.2	19.9	—	—	—	—	—	19.9
Contractual services	52.6	59.4	—	—	—	—	—	59.4
General operating expenses	32.5	32.6	—	—	—	—	—	32.6
Supplies and materials	1.5	7.7	—	—	—	—	—	7.7
Furniture and equipment	6.4	8.0	—	—	—	—	—	8.0
Total	5 651.9	6 562.7	—	71.0	—	71.0	1.1	6 633.7

Table 1.13
Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	12	1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 P-3, 1 GS (PL), 3 GS (OL)
Reclassification	–	Upward reclassification of 2 P-4 to P-5, and 1 GS (OL) to GS (PL)
Proposed for 2023	12	1 D-2, 1 D-1, 4 P-5, 1 P-4, 1 P-3, 2 GS (PL), 2 GS (OL)

Table 1.14
Proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	2	—	2	—	—	4
P-4	3	—	(2)	—	—	1
P-3	1	—	—	—	—	1
Subtotal	8	—	—	—	—	8
General Service and related						
GS (PL)	1	—	1	—	—	2
GS (OL)	3	—	(1)	—	—	2
Subtotal	4	—	—	—	—	4
Total	12	—	—	—	—	12

- 1.16 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.15 to 1.17 and figure 1.II.
- 1.17 As reflected in tables 1.15 (1) and 1.16 (1), the overall resources proposed for 2023 amount to \$6,633,700 before recosting, reflecting an increase of \$71,000 (or 1.1 per cent) compared with the appropriation for 2022. Resource changes result from new and expanded mandates.

Table 1.15

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	5 651.9	6 562.7	–	71.0	–		71.0	1.1	6 633.7
Subtotal, 1	5 651.9	6 562.7	–	71.0	–		71.0	1.1	6 633.7

(2) *Other assessed*

Component	2021 expenditure	2022 estimate			Change	Percentage	2023 estimate
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	475.2	786.7			14.5	1.8	801.2
Subtotal, 2	475.2	786.7			14.5	1.8	801.2
Total	6 127.1	7 349.4			85.5	1.2	7 434.9

Table 1.16

Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2022 approved	Changes				Total	2023 proposed
		Technical adjustments	New/expanded mandates	Other			
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	–	–	–		–	12
Subtotal, 1	12	–	–	–		–	12

(2) *Other assessed*

Component	2022 estimate			Change	2023 estimate
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	3			–	3
Subtotal, 2	3			–	3
Total	15			–	15

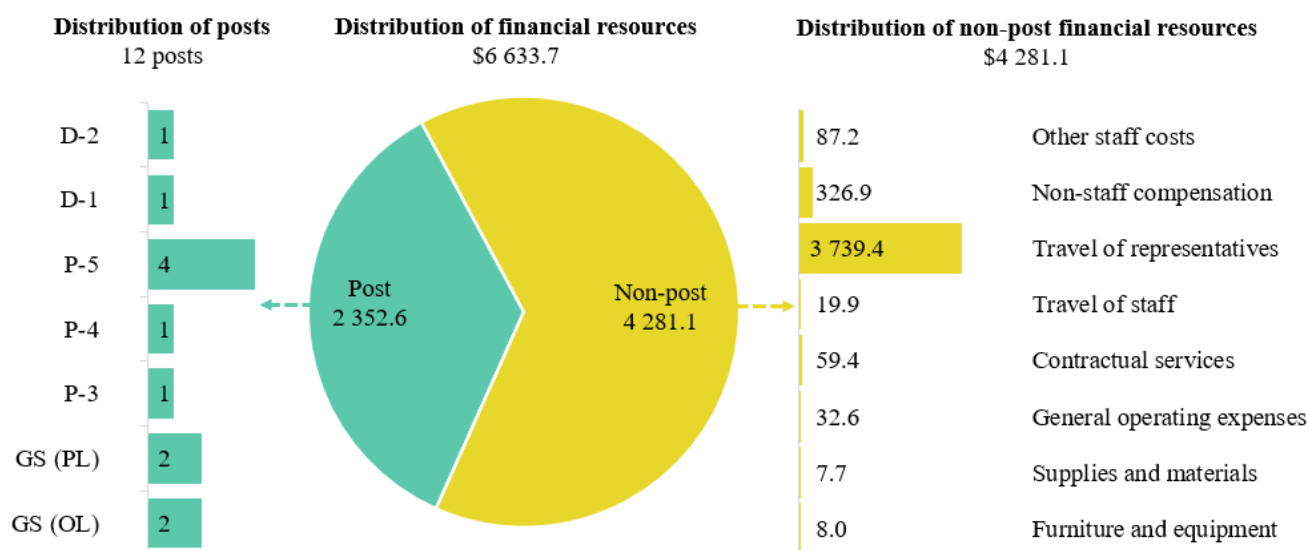
Table 1.17
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 989.2	2 281.6	—	71.0	—	71.0	3.1	2 352.6
Non-post	3 662.7	4 281.1	—	—	—	—	—	4 281.1
Total	5 651.9	6 562.7	—	71.0	—	71.0	1.1	6 633.7
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

New/expanded mandates

- 1.18 As reflected in tables 1.15 (1) and 1.16 (1), the increase of \$71,000 relates to the proposed upward reclassification of three posts, namely, two posts of Administrative Officer (from P-4 to P-5), and one Meetings Assistant (from General Service (Other level) to General Service (Principal level)), pursuant to General Assembly resolution [76/245](#) (see annex III).

Other assessed resources

- 1.19 As reflected in tables 1.15 (2) and 1.16 (2), projected other assessed resources for 2023 of \$801,200 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 \$14,500 compared with the estimate for 2022, owing mainly to updated salary costs, 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 2022 to 30 June 2023 ([A/76/725](#)). Other assessed resources represent 10.8 per cent of the total resources for the Committee.
- 1.20 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.18.
- 1.21 The compliance rate for travel of the members of the Advisory Committee to their countries of origin was affected by the restrictions in travel resulting from the COVID-19 pandemic in 2021. As a result of changes in national policies, the advance travel planning that the secretariat of the Committee usually undertakes was affected and travel plans needed to be changed without the required notice period. 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>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	60	59	59	100	100

Impact of the pandemic

- 1.22 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular the ability to conduct in-person meetings by the Advisory Committee. To ensure business continuity in 2021, the Committee continued to use a combination of virtual and hybrid formats to conduct its meetings. Notwithstanding a number of staffing vacancies, which the secretariat of the Committee has been working to fill throughout the reporting period, the secretariat of the Committee continued to provide enhanced levels of support, including by extending its operating hours and modifying its operating procedures and processes, to ensure the timely delivery of planned activities. With the easing of some COVID-19-related travel restrictions, the Committee was able to undertake a field mission to several United Nations offices and peacekeeping missions based in Europe and the Middle East in September 2021. This required additional planning and support from the secretariat of the Committee, in particular with regard to the processing of travel, including visa applications, programme coordination with United Nations offices and peacekeeping missions, logistics and travel protocols in the light of the pandemic.

3. Committee on Contributions**B. Proposed post and non-post resource requirements for 2023****Overview**

- 1.23 The proposed regular budget resources for 2023 are reflected in table 1.19 and reflect no change in resource level compared with the appropriation for 2022.

Table 1.19
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Travel of representatives	249.8	341.7	–	–	–	–	–	341.7
Total	249.8	341.7	–	–	–	–	–	341.7

- 1.24 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	Actual 2021	Planned 2022	Planned 2023
Air tickets purchased at least 2 weeks before the commencement of travel	100	–	58	100	100

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

Impact of the pandemic

- 1.25 During 2021, the COVID-19 pandemic had an impact on the activities of the Committee, including its secretariat. At its eighty-first session, the Committee met, using a hybrid modality of virtual and in-person meetings, in New York from 7 June to 2 July 2021, as several of its members could not attend in person. It was important to have the full participation of its members, as it was the year the Committee reviewed the scale of assessments for the period 2022–2024. The Committee managed to cover its full agenda despite members joining remotely from their home countries, the differences in time zones, and the limited availability of interpretation in all official languages of the United Nations.
- 1.26 As meeting facilities at United Nations Headquarters were limited and restrictions relating to travel and quarantines were still in effect, all members were required to use the virtual platform during parts of the session. Based on lessons learned from its previous session, the Committee structured its agenda to accommodate limitations related to COVID-19 in order to ensure in-person meetings were held for the sessions related to Article 19 of the Charter of the United Nations. In-person meetings were also held for the drafting of the report of the session and for its adoption. The Committee will continue to build on lessons learned with regard to its future sessions.

4. Board of Auditors (including its secretariat)

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.27 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 1.21 to 1.23.

Table 1.21
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2021 expenditure</i>	<i>2022 appropriation</i>	<i>Changes</i>				<i>Percentage</i>	<i>2023 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>		
Post	727.6	871.8	—	—	16.5	16.5	1.9	888.3
Other staff costs	2.8	23.3	—	—	—	—	—	23.3
Travel of staff	—	28.5	—	—	—	—	—	28.5
Contractual services	2 667.1	2 960.7	—	—	(175.1)	(175.1)	(5.9)	2 785.6
General operating expenses	14.5	46.7	—	—	—	—	—	46.7
Supplies and materials	—	5.9	—	—	—	—	—	5.9
Furniture and equipment	21.0	6.5	—	—	—	—	—	6.5
Total	3 433.1	3 943.4	—	—	(158.6)	(158.6)	(4.0)	3 784.8

Table 1.22
Proposed posts and post changes for 2023

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2022	6	1 D-1, 1 P-3, 4 GS (OL)
Reclassification	—	Upward reclassification of 1 GS (OL) to GS (PL)
Proposed for 2023	6	1 D-1, 1 P-3, 1 GS (PL), 3 GS (OL)

Table 1.23
Proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>2022 approved</i>	<i>Changes</i>				<i>2023 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 (PL)	—	—	—	1	1	1
GS (OL)	4	—	—	(1)	(1)	3
Subtotal	4	—	—	—	—	4
Total	6	—	—	—	—	6

1.28 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.24 to 1.26 and figure 1.III.

Section 1 Overall policymaking, direction and coordination

- 1.29 As reflected in table 1.24 (1), the overall resources proposed for 2023 amount to \$3,784,800 before recosting, reflecting a net decrease of \$158,600 (or 4.0 per cent) compared with the appropriation for 2022. Resource changes result from other changes.

Table 1.24

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Board of Auditors (including its secretariat)	3 433.1	3 943.4	—	—	(158.6)		(158.6)	(4.0)	3 784.8
Subtotal, 1	3 433.1	3 943.4	—	—	(158.6)		(158.6)	(4.0)	3 784.8

(2) *Other assessed*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Board of Auditors (including its secretariat)	4 257.1	4 257.1	(393.4)	(9.2)	3 863.7
Subtotal, 2	4 257.1	4 257.1	(393.4)	(9.2)	3 863.7

(3) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Board of Auditors (including its secretariat)	6 340.1	6 300.7	(11.9)	(0.2)	6 288.8
Subtotal, 3	6 340.1	6 300.7	(11.9)	—	6 288.8
Total	14 030.3	14 501.2	(563.9)	(3.9)	13 937.3

Table 1.25

Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2022 approved	Changes				Total	2023 proposed
		Technical adjustments	New/expanded mandates	Other			
Board of Auditors (including its secretariat)	6	—	—	—		—	6
Subtotal, 1	6	—	—	—		—	6

(2) *Extrabudgetary*

<i>Component</i>	<i>2022 estimate</i>	<i>Change</i>	<i>2023 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

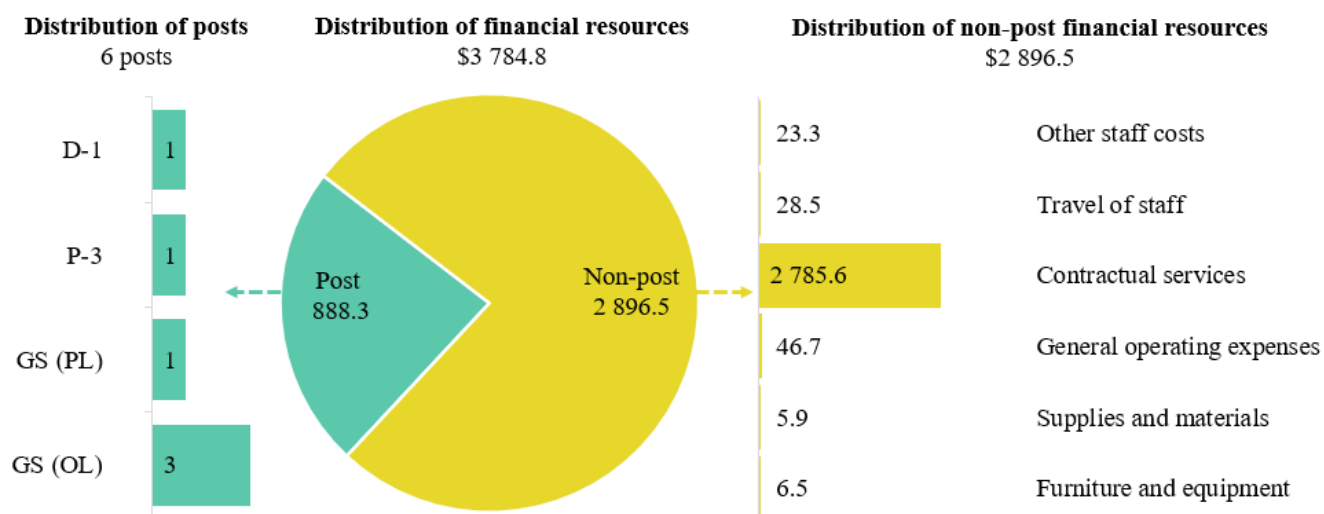
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	727.6	871.8	—	—	16.5	16.5	1.9	888.3
Non-post	2 705.5	3 071.6	—	—	(175.1)	(175.1)	(5.7)	2 896.5
Total	3 433.1	3 943.4	—	—	(158.6)	(158.6)	(4.0)	3 784.8
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.30 As reflected in tables 1.24 (1) and 1.25 (1), resource changes reflect a net decrease of \$158,600, owing mainly to lower provisions for audit fees, in line with recent expenditure patterns. The reduction is offset in part by the proposed reclassification of one post of General Service (Other level) to General Service (Principal level) (see annex III).

Other assessed and extrabudgetary resources

- 1.31 As reflected in table 1.24 (2), projected other assessed resources for 2023 would amount to \$3,863,700 and would provide for the audits of active peacekeeping missions. Other assessed resources represent 27.7 per cent of the total resources for this section.
- 1.32 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 2023, extrabudgetary resources are estimated at \$6,288,800 and would provide for one post (General Service (Other level)). Extrabudgetary resources represent 45.1 per cent of the total resources for the Board.
- 1.33 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/76/5 \(Vol. I\)](#)), 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, 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.
- 1.34 The extrabudgetary resources under this section are subject to the oversight of the Board, which has delegated authority from the Secretary-General.
- 1.35 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>Actual 2021^a</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	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 the pandemic

- 1.36 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular the ability of the Board to conduct its audits fully on-site. 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 2021 were 5,166.8 weeks, or 3.1 per cent higher than the 5,011.6 weeks utilized during the same period in 2020. 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.

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 2023

Overview

- 1.37 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.
- 1.38 The expenses incurred by the 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](#).
- 1.39 At the time that the present report was being prepared, the proposed budget of the Pension Fund for 2023 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Pension Fund for 2023 and action taken by the General Assembly at its seventy-seventh session on the basis of the recommendations the Pension Board may make in 2022 with respect to that budget. A statement of administrative and budgetary implications will be submitted to the Assembly at its seventy-seventh session should the Pension Board's recommendations involve resources different from those estimated in the present report.
- 1.40 The proposed regular budget resources for 2023, 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	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Travel of representatives	1.9	88.4	—	—	(28.0)	(28.0)	(31.7)	60.4
Travel of staff	—	55.7	—	—	(3.6)	(3.6)	(6.5)	52.1
Furniture and equipment	9.0	—	—	—	—	—	—	—
Grants and contributions	4 885.0	5 265.9	—	—	—	—	—	5 265.9
Total	4 895.9	5 410.0	—	—	(31.6)	(31.6)	(0.6)	5 378.4

1.41 Additional details on the distribution of the proposed resources for 2023 are reflected in table 1.29 and figure 1.IV.

1.42 As reflected in table 1.29 (1), the overall resources proposed for 2023 amount to \$5,378,400 before recosting, reflecting a decrease of \$31,600 (or 0.6 per cent) compared with the appropriation for 2022. Resource changes result from other changes.

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

(Thousands of United States dollars)

(1) *Regular budget*

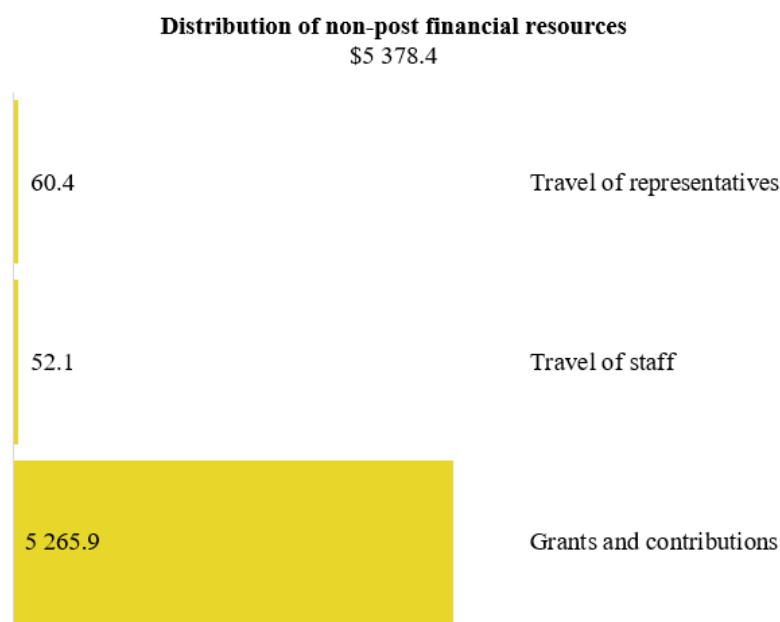
Component	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)	4 895.9	5 410.0	—	—	(31.6)	(31.6)	(0.6)	5 378.4
Subtotal, 1	4 895.9	5 410.0	—	—	(31.6)	(31.6)	(0.6)	5 378.4

(2) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 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)	3 110.1	3 238.6	—	—	3 238.6
Subtotal, 2	3 110.1	3 238.6	—	—	3 238.6
Total	8 006.0	8 648.6	(31.6)	(0.4)	8 617.0

Figure 1.IV
Distribution of proposed resources for 2023 (before recosting)

(Thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.43 As reflected in tables 1.28 and 1.29 (1), resource changes reflect a decrease of \$31,600 owing mainly to the planned reduction in the number of days of in-person meetings of the Pension Board in 2023 that will be complemented with virtual sessions.

Extrabudgetary resources

- 1.44 As reflected in table 1.29 (2), the Board expects to continue to receive extrabudgetary resources (cash contributions), which would complement regular budget resources. For 2023, extrabudgetary resources are estimated at \$3,238,600 and would provide for the share of the funds and programmes of the Pension Fund. Extrabudgetary resources represent 37.6 per cent of the total resources for the Board.
- 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	Actual 2021 ^a	Planned 2022	Planned 2023
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 the pandemic

- 1.47 The continuation of the COVID-19 pandemic into 2021 has elevated economic uncertainties that have the potential to negatively affect the Pension Fund's financial position, operations and cash flows. The Pension Fund continued to closely monitor the financial situation of its portfolio. In the first quarter of 2022, the value of the portfolio declined in line with the market downturn. The estimated unaudited market value of the total investments of the Pension Fund, net of the Fund secretariat's cash and cash equivalents, as at 15 April 2022 was approximately \$85.4 billion. As the COVID-19 pandemic continues, the Fund expects that market volatility may persist. To keep clients informed, the weekly financial performance update is made available on the Pension Fund's website.¹
- 1.48 The Pension Fund's staff in New York, Geneva, Bangkok and Nairobi transitioned to remote working methods when those office locations were closed as a result of measures taken by the United Nations, in line with the guidance of local authorities, to mitigate the spread and impact of the pandemic. In-person visits by plan participants and in-person Pension Board meetings remained suspended throughout 2021, although the latter are expected to resume in July 2022. While the Pension Fund experienced a substantial decline in pension entitlement cases in 2020 as member organizations deferred separations owing to the pandemic, a reversal of this trend emerged in the second half of 2021, with indications of an increase in workload for the United Nations Staff Pension Committee for 2022 and 2023.

6. Committee for Programme and Coordination

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.49 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in table 1.31.

Table 1.31
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Travel of representatives	216.6	438.2	–	105.8	–		105.8	24.1	544.0
Total	216.6	438.2	–	105.8	–		105.8	24.1	544.0

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

- 1.50 As reflected in table 1.31, the overall resources proposed for 2023 amount to \$544,000 before recosting, reflecting an increase of \$105,800 (or 24.1 per cent) compared with the appropriation for 2022. Resource changes result from new and expanded mandates.

Explanation of variances by factor

Overall resource changes

New/expanded mandates

- 1.51 As reflected in table 1.31, the increase of \$105,800 relates to provisions for the travel of representatives for the additional week of meetings approved for the Committee for Programme and Coordination pursuant to General Assembly resolution [76/236](#).

Other information

- 1.52 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)

	<i>Actual 2019</i>	<i>Actual 2020^a</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Air tickets purchased at least 2 weeks before the commencement of travel	56	—	85	100	100

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

Impact of the pandemic

- 1.53 In 2021, the Committee for Programme and Coordination continued to adapt its work to the safety and health protocols at United Nations Headquarters in the light of the ongoing COVID-19 pandemic, including the continued use of online platforms to conduct its meetings. One in-person meeting was held to adopt draft reports of the Committee at the end of its session.

7. Independent Audit Advisory Committee

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.54 The proposed regular budget resources for 2023, 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	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	349.2	264.4	—	—	—	—	—	264.4
Other staff costs	—	12.3	—	—	—	—	—	12.3
Consultants	3.1	6.2	—	—	—	—	—	6.2
Travel of representatives	1.5	209.1	—	—	(0.2)	(0.2)	(0.1)	208.9
Travel of staff	—	11.1	—	—	0.2	0.2	1.8	11.3
Contractual services	6.2	3.8	—	—	—	—	—	3.8
General operating expenses	2.5	3.4	—	—	—	—	—	3.4
Supplies and materials	—	1.0	—	—	—	—	—	1.0
Furniture and equipment	—	0.4	—	—	—	—	—	0.4
Total	362.5	511.7	—	—	—	—	—	511.7

Table 1.34
Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	2	1 P-5, 1 GS (OL)
Proposed for 2023	2	1 P-5, 1 GS (OL)

Table 1.35
Proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
P-5	1	—	—	—	—	1
Subtotal	1	—	—	—	—	1
General Service and related						
GS (OL)	1	—	—	—	—	1
Subtotal	1	—	—	—	—	1
Total	2	—	—	—	—	2

1.55 Additional details on the distribution of proposed resources for 2023 are reflected in table 1.36 and figure 1.V.

Part I Overall policymaking, direction and coordination

- 1.56 As reflected in table 1.36, the overall resources proposed for 2023 amount to \$511,700 before recosting and reflect no change in the resource level compared with the appropriation for 2022.

Table 1.36

Evolution of financial and post resources

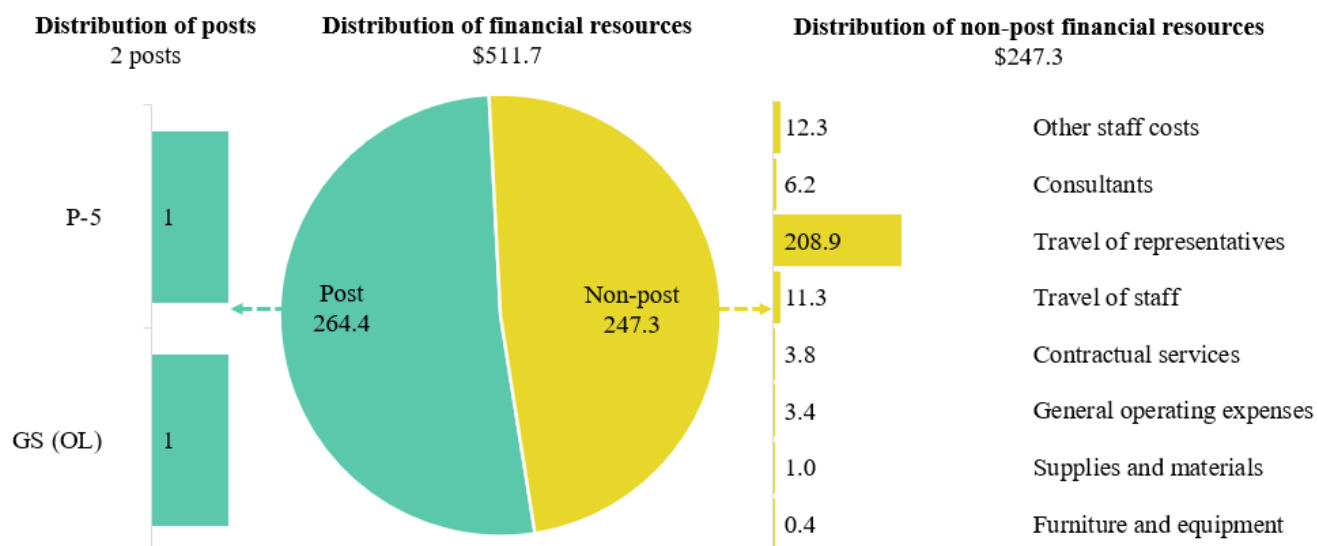
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	349.2	264.4	—	—	—	—	—	264.4
Non-post	13.3	247.3	—	—	—	—	—	247.3
Total	362.5	511.7	—	—	—	—	—	511.7
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)



- 1.57 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>Actual 2021^a</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	54	67	–	100	100

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

Impact of the pandemic

- 1.58 During 2021, the COVID-19 pandemic had an impact on the planned activities of the Committee. The Committee continued to hold the majority of its meetings virtually, with the exception of one meeting when the Chair introduced the report on the activities of the Committee. These challenges continued to have an impact on the modus operandi of the Committee's deliberations, including the much earlier start and end times of the sessions (8 a.m. to 12 p.m. EST). This meant that the number of topics covered at each session was lower than usual, leading to ad hoc meetings whenever practical, and also affected the interpretation services. Those challenges notwithstanding, the Committee was able to issue its two reports on the budget of the Office of Internal Oversight Services and its annual report on the activities of the Committee for the period ending 31 July 2021 in a timely manner.

II. Secretary-General

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.59 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.
- 1.60 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination (CEB), the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General in 2023 will be directed towards the achievement of the priorities of the Organization.
- 1.61 The proposed regular budget resources for 2023, 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)

<i>Object of expenditure</i>	<i>2021 expenditure</i>	<i>2022 appropriation</i>	<i>Changes</i>				<i>Percentage</i>	<i>2023 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>		
Post	412.2	496.5	—	—	—	—	—	496.5
Hospitality	25.9	59.8	—	—	—	—	—	59.8
Travel of staff	164.3	203.3	—	—	—	—	—	203.3
General operating expenses	142.2	167.6	—	—	—	—	—	167.6
Total	744.6	927.2	—	—	—	—	—	927.2

Table 1.39
Proposed posts and post changes for 2023

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2022	1	Secretary-General
Proposed for 2023	1	Secretary-General

Table 1.40
Proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>2022 approved</i>	<i>Changes</i>				<i>2023 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Professional and higher						
Secretary-General	1	—	—	—	—	1
Total	1	—	—	—	—	1

1.62 Additional details on the distribution of the proposed resources for 2023 are reflected in table 1.41 and figure 1.VI.

1.63 As reflected in table 1.41, the overall resources proposed for 2023 amount to \$927,200 before recosting and reflect no change in the resource level compared with the appropriation for 2022. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

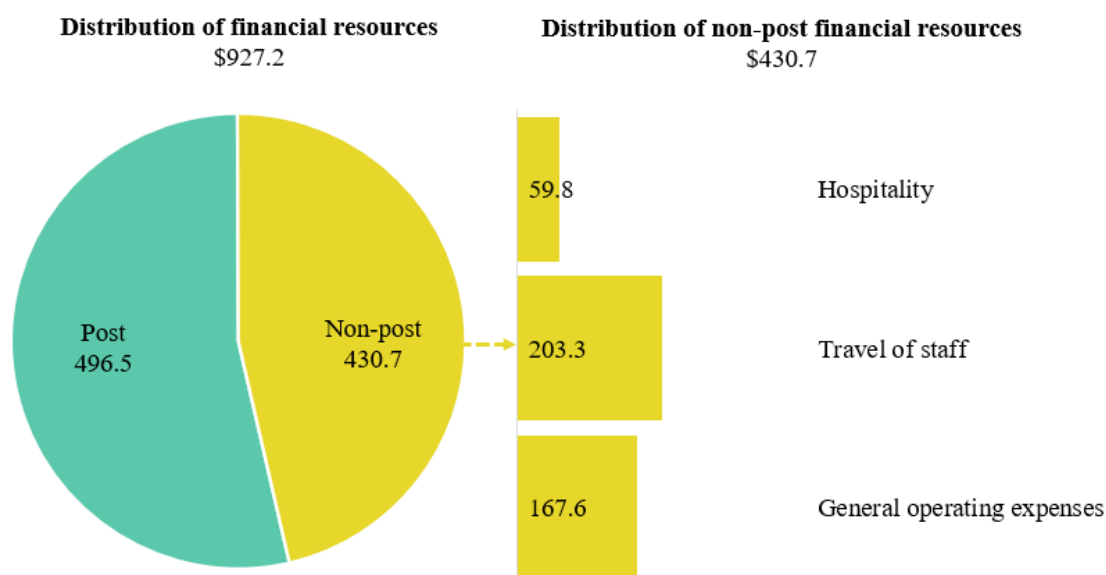
Table 1.41
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	412.2	496.5	—	—	—	—	—	496.5
Non-post	332.3	430.7	—	—	—	—	—	430.7
Total	744.6	927.2	—	—	—	—	—	927.2
Post resources by category								
Secretary-General		1	—	—	—	—	—	1
Total		1	—	—	—	—	—	1

Figure 1.VI
Distribution of proposed resources for 2023 (before recosting)

(Thousands of United States dollars)



III. Executive direction and management

- 1.64 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 2023

Overview

- 1.65 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](#).
- 1.66 The Executive Office functions as an integrated office, with reporting lines through the Deputy Secretary-General, Chef de Cabinet and the Under-Secretary-General for Policy to the Secretary-General. The Assistant Secretary-General will undertake assignments and perform functions in support of the Secretary-General's mandate. During 2022, the Secretary-General has continued to improve the structure of his Office through internal redeployments and changes in reporting lines, as reflected in the organization chart (see annex I), to ensure the maximum utilization of existing resources and to support the Secretary-General in the execution of his mandate. The units within the Executive Office work as a team to support the Secretary-General and the activities of the principals regardless of their direct reporting lines. The resources for the Office provide for post and non-post resources in support of the activities of the Secretary-General. The overall level and number of posts approved for 2023 remain unchanged.
- 1.67 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 2021, as the COVID-19 pandemic situation lingered, the Office leveraged the changes it initiated in 2020 with regard to streamlined correspondence and document processing workflows, resulting in the elimination of much printing that otherwise would have been required.
- 1.68 The Executive Office strives to make the reports of the Secretary-General issued by the Office accessible to persons with disabilities. For example, the reports of the Secretary-General on the work of the Organization and on "Our Common Agenda" included several accessibility formats, including ePub, eBook and Easy Read. In 2023, the Executive Office will continue its efforts to facilitate the issuance of reports of the Secretary-General in disability-inclusive formats where feasible.

Deputy Secretary-General

- 1.69 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 and the Sustainable Development Goals, the Addis Ababa Action Agenda, the Paris Agreement on climate change and other intergovernmentally agreed sustainable development

commitments. In this regard, particular attention will be paid to financing for development, climate action and environmental protection, jobs and social protection, global health, education and the humanitarian-development nexus, as well as the links to peacebuilding, transitions from crisis and conflict to sustainable development, migration and development, and the chairing of the United Nations Sustainable Development Group, including the oversight of the Development Coordination Office and the continued implementation of the repositioning of the United Nations development system. The Deputy Secretary-General oversees the work of the Executive Office on gender equality, climate action, development finance and the implementation of the disability strategy. The Deputy Secretary-General directly oversees the work of the Sustainable Development Unit.

Chef de Cabinet

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

Under-Secretary-General for Policy

- 1.71 The Under-Secretary-General for Policy supports the Secretary-General in maintaining a holistic overview and strategic oversight of policy matters across all pillars of the work of the United Nations, including leading and coordinating the follow-up to Our Common Agenda and the Secretary-General's Call to Action for Human Rights. The Under-Secretary-General initiates and leads horizontal and vertical integration for system-wide coherence on conflict prevention policies, tools and operations; monitors emerging global issues and brewing crises and advises the Secretary-General on appropriate options and responses; and ensures that fresh thinking and outside perspectives are introduced. The Under-Secretary-General oversees the follow-up to the High-level Panel on Internal Displacement. The Under-Secretary-General is the Secretary of the Senior Management Group and the Executive Committee, and chairs the Deputies Committee and coordinates closely on matters related to CEB. The Under-Secretary-General also directly oversees the Strategic Planning and Monitoring Unit, the Rule of Law Unit and the Our Common Agenda team (which has been placed in the Under-Secretary-General's office), and ensures strategic coordination and coherence in the work of the Strategic Planning and Monitoring Unit, the Rule of Law Unit, the Our Common Agenda team, the Political, Peacekeeping, Humanitarian and Human Rights Unit, which reports to the Chef de Cabinet, and the Sustainable Development Unit, which reports to the Deputy Secretary-General.

Office of the Secretary-General

- 1.72 The Office of the Secretary-General provides support and assistance to the Secretary-General. The Office liaises with the Deputy Secretary-General, the Chef de Cabinet and the Under-Secretary-General for Policy, and conveys the Secretary-General's guidance. It reviews and clears documentation, correspondence, notes, letters, reports and statements. The Office oversees the scheduling of meetings and events, the preparation of scenarios and the travel of the Secretary-

General, and is responsible for preparation for scheduled activities, including consolidating background notes, key messages, remarks and speeches, and liaising with permanent missions.

Management and Administrative Unit

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

Office of the Spokesperson

- 1.74 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.

Political, Peacekeeping, Humanitarian and Human Rights Unit

- 1.75 The responsibilities of the Political, Peacekeeping, Humanitarian and Human Rights Unit include working closely with the relevant line departments to provide 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; ensuring policy oversight and quality assurance of various communications and reports of the Secretary-General on political, peacekeeping, humanitarian or human rights issues; 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

- 1.76 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

- 1.77 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

- 1.78 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; 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 communications and speeches of the Secretary-General are disseminated on all platforms, including social media.

Strategic Planning and Monitoring Unit

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

Sustainable Development Unit

- 1.80 The Sustainable Development Unit supports the strategic engagement on sustainable development, guided by the 2030 Agenda and the Sustainable Development Goals, the Addis Ababa Action Agenda, the Paris Agreement on climate change and other intergovernmentally agreed sustainable development commitments, paying particular attention to issues relating to financing for development, environmental protection, jobs and social protection, global health, education, the humanitarian-development nexus and transitions from crisis and conflict to sustainable development, migration and development, and the reform of the United Nations development system. In a context marked by the COVID-19 pandemic and setbacks to the achievement of the Sustainable Development Goals, the Sustainable Development Unit supports the Secretary-General and the Deputy Secretary-General with regard to mobilizing ambition and action, and achieving policy breakthroughs, to end the pandemic, reverse deteriorating trends related to the Goals and unlock transformative change through a repositioned United Nations development system and expanded multistakeholder engagement and partnerships. The Unit also provides substantive input to the Chef de Cabinet and the Under-Secretary-General for Policy, thus contributing to the preparations for, and the integrated analysis of the material discussed during, the meetings of the Executive Committee.

Impact of the pandemic

- 1.81 Since the onset of the COVID-19 pandemic, some of the work of the Executive Office has continued to be performed effectively and efficiently through remote means by leveraging advanced communications, teleconference and information technology systems. However, given the nature of the Office, many functions have been conducted at the Office to ensure effective support for the work of the Secretary-General and other principals. A hybrid model has also been applied to meetings, which have been conducted both in person and virtually, depending on the circumstances. International in-person meetings of the Secretary-General with dignitaries and delegates have also been resumed, resulting in an increased level of travel comparable to pre-pandemic levels.
- 1.82 The Executive Office instituted the streamlining of correspondence and document processing workflows. These new best practices enabled remote operations and review and clearance processes within the units of the Office.

Part I Overall policymaking, direction and coordination

- 1.83 Best practices and lessons learned from dealing with and addressing the COVID-19 pandemic will continue to be implemented across the Secretariat and the United Nations system. The Executive Office will continue to lead and support close and strong collaboration across all offices, departments and field entities within the Secretariat and in the United Nations system to ensure business continuity and support to Member States in their recovery efforts. The various central decision-making forums, such as the Senior Emergency Policy Team, the Management Committee, the Executive Committee and the Senior Management Group, will continue to serve as forums for convening entities and for advancing collaboration across the Organization.
- 1.84 The proposed regular budget resources for 2023, 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	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage
Post	14 754.0	16 014.6	—	—	—	—	16 014.6
Other staff costs	104.8	114.5	—	—	—	—	114.5
Hospitality	1.4	1.5	—	—	—	—	1.5
Travel of staff	319.8	429.3	—	—	—	—	429.3
Contractual services	190.2	145.3	—	—	—	—	145.3
General operating expenses	50.8	105.5	—	—	—	—	105.5
Supplies and materials	8.8	41.1	—	—	—	—	41.1
Furniture and equipment	49.9	17.9	—	—	—	—	17.9
Total	15 479.8	16 869.7	—	—	—	—	16 869.7

Table 1.43
Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved 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)
Proposed for 2023	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	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
DSG	1	—	—	—	—	1
USG	2	—	—	—	—	2
ASG	1	—	—	—	—	1

Section 1 Overall policymaking, direction and coordination

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
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
General Service and related						
GS (PL)	7	—	—	—	—	7
GS (OL)	39	—	—	—	—	39
Subtotal	46	—	—	—	—	46
Total	92	—	—	—	—	92

1.85 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.45 to 1.47 and figure 1.VII.

1.86 As reflected in table 1.45 (1), the overall resources proposed for 2023 amount to \$16,869,700 before recosting and reflect no change in the resource level compared with the appropriation for 2022. 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	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	15 479.8	16 869.7	—	—	—	—	16 869.7
Subtotal, 1	15 479.8	16 869.7	—	—	—	—	16 869.7

(2) *Other assessed*

<i>Component</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2023 estimate</i>
Executive direction and management	1 085.4	1 214.6	23.8	2.0	1 238.4
Subtotal, 2	1 085.4	1 214.6	23.8	2.0	1 238.4

Part I Overall policymaking, direction and coordination

(3) *Extrabudgetary*

<i>Component</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2023 estimate</i>
Executive direction and management	28 374.8	31 679.1	(243.0)	(0.8)	31 436.1
Subtotal, 3	28 374.8	31 679.1	(243.0)	(0.8)	31 436.1
Total	44 940.0	49 763.4	(219.2)	(0.4)	49 544.2

Table 1.46
Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2022 approved</i>	<i>Changes</i>				<i>2023 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Executive direction and management	92	–	–	–	–	92
Subtotal, 1	92	–	–	–	–	92

(2) *Other assessed*

<i>Component</i>	<i>2022 estimate</i>	<i>Change</i>	<i>2023 estimate</i>
Executive direction and management	5	–	5
Subtotal, 2	5	–	5

(3) *Extrabudgetary*

<i>Component</i>	<i>2022 estimate</i>	<i>Change</i>	<i>2023 estimate</i>
Executive direction and management	25	3	28
Subtotal, 3	25	3	28
Total	122	3	125

Table 1.47

Evolution of financial and post resources

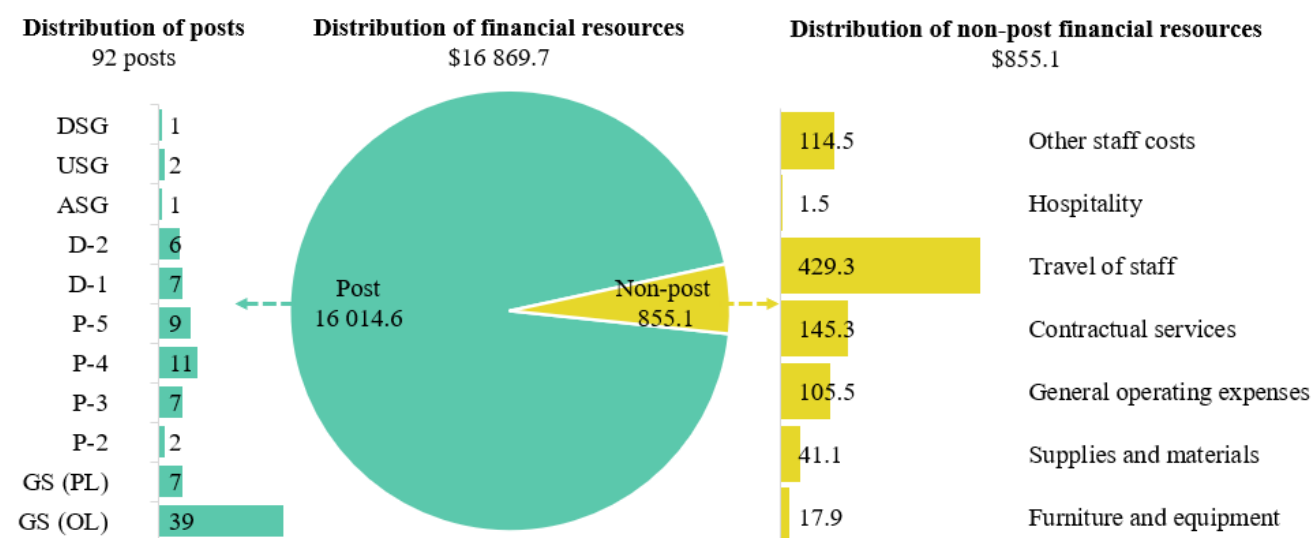
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	14 754.0	16 014.6	—	—	—	—	—	16 014.6
Non-post	725.7	855.1	—	—	—	—	—	855.1
Total	15 479.8	16 869.7	—	—	—	—	—	16 869.7
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 1.87 As reflected in tables 1.45 (2) and 1.46 (2), projected other assessed resources for 2023 of \$1,238,400 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 \$23,800, owing to updated salary costs, compared with the estimates for 2022. 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 for the period from 1 July 2022 to 30 June 2023 ([A/76/725](#)). Other assessed resources represent 2.5 per cent of the total resources for the Executive Office.
- 1.88 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 2023, extrabudgetary resources are estimated at \$31,436,100 and would provide for

28 posts (1 D-2, 7 P-5, 9 P-4, 5 P-3, 2 P-2/1, 1 General Service (Principal level) and 3 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. Extrabudgetary resources represent 63.4 per cent of the total resources for the Office.

- 1.89 The extrabudgetary resources under this section are subject to the oversight of the Executive Office, which has delegated authority from the Secretary-General.
- 1.90 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 regard 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 that may include unforeseen circumstances. It should be noted that the Office often works directly with the Travel Unit in the Facilities and Commercial Activities Service of the Department of Operational Support 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>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	89	78	86	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	34	32	34	100	100

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

Foreword

The world continues to address the consequences of the COVID-19 pandemic while at the same time it experiences various humanitarian, economic and environmental crises. The United Nations Office at Geneva supports the international community in overcoming these challenges through its unique convening capacity – whether physical or virtual – and by providing infrastructure, services and assistance for multilateral diplomacy.

The Office works across the spectrum of the mandate of the United Nations, which includes the Secretary-General's reform agenda, peace and security, disarmament, human rights, humanitarian relief, sustainable development and more. It undertakes outreach and communications initiatives and provides political, protocol and diplomatic liaison functions and advice. The Office also facilitates cooperation among "International Geneva" actors – the unique range of organizations that work together for peace, rights and well-being. As the designated United Nations official for security for Switzerland, the Director-General oversees the safety and security of United Nations staff and property.

The United Nations Office at Geneva embraces innovation, collaboration and sustainability, and the strategic heritage plan is an example of its modernization. The Office is also incorporating lessons learned from the COVID-19 pandemic to ensure flexibility, inclusivity and accessibility for all, while at the same time identifying and implementing measures to be more resilient and cost-effective.

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 2023 and beyond, supporting the United Nations, its Member States and the wider international community to find lasting solutions to complex challenges.

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

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.91 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 to:
- (a) Provide executive support to the Director-General and 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) Liaise with the Executive Office of the Secretary-General and other Secretariat units at Headquarters and other duty stations;
 - (c) Maintain contact with permanent and observer missions, including coordinating information to them;
 - (d) Provide advice and support to the Director-General in relation to communications, public relations and outreach activities;
 - (e) 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) Organize the observance of mandated and selected international days;
 - (g) 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) 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) Maintain and develop cooperation with research and academic institutions, civil society, think tanks and the private sector, including organizing joint events;
 - (j) 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) 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) 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) Lead the United Nations Office at Geneva as it adapts to new realities and challenges following the COVID-19 pandemic, such as hybrid conferencing, and maintain business continuity at the

Section 1 Overall policymaking, direction and coordination

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

- 1.92 The proposed regular budget resources for 2023, 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	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Post	3 430.6	3 298.9	—	—	—	—	—	—	3 298.9
Other staff costs	18.5	8.9	—	—	—	—	—	—	8.9
Hospitality	0.3	3.7	—	—	—	—	—	—	3.7
Travel of staff	3.3	19.4	—	—	—	—	—	—	19.4
Contractual services	0.2	0.6	—	—	—	—	—	—	0.6
General operating expenses	0.0	—	—	—	—	—	—	—	—
Supplies and materials	—	1.1	—	—	—	—	—	—	1.1
Furniture and equipment	5.3	3.4	—	—	—	—	—	—	3.4
Total	3 458.2	3 336.0	—	—	—	—	—	—	3 336.0

Table 1.50

Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved 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)
Proposed for 2023	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	2022 approved	Changes				Total	2023 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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Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	2	—	—	—	—	2
GS (OL)	6	—	—	—	—	6
Subtotal	8	—	—	—	—	8
Total	17	—	—	—	—	17

1.93 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.52 to 1.54 and figure 1.VIII.

1.94 As reflected in tables 1.52 (1), and 1.53 (1), the overall resources proposed for 2023 amount to \$3,336,000 before recosting and reflect no change in the resource level compared with the appropriation for 2022.

Table 1.52

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	3 458.2	3 336.0	–	–	–	–	3 336.0
Subtotal, 1	3 458.2	3 336.0	–	–	–	–	3 336.0

(2) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Executive direction and management	486.3	486.3	–	–	486.3
Subtotal, 2	486.3	486.3	–	–	486.3
Total	3 944.5	3 822.3	–	–	3 822.3

Table 1.53
Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	17	–	–	–	–	17
Subtotal, 1	17	–	–	–	–	17

(2) *Extrabudgetary*

Component	2022 estimate	Change	2023 estimate
Executive direction and management	3	–	3
Subtotal, 2	3	–	3
Total	20	–	20

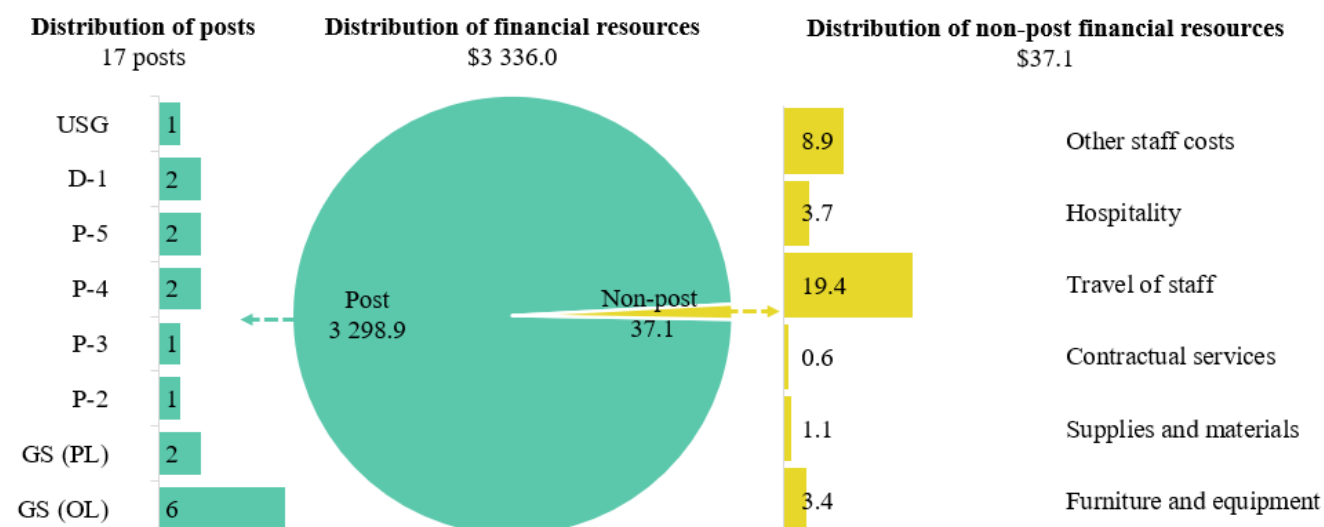
Table 1.54
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 430.6	3 298.9	—	—	—	—	—	3 298.9
Non-post	27.7	37.1	—	—	—	—	—	37.1
Total	3 458.2	3 336.0	—	—	—	—	—	3 336.0
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.95 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 2023, projected extrabudgetary resources are estimated at \$486,300 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 12.7 per cent of the total resources for the Office.
- 1.96 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.
- 1.97 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 maintain 100 per cent compliance with the advance booking of air travel policy.

Table 1.55
Compliance rate

(Percentage)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Air tickets purchased at least 2 weeks before the commencement of travel	73	100	100	100	100

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

Foreword

The United Nations Office at Vienna is proud of its role in enabling the United Nations family to fulfil its mandates and maintain business continuity throughout the pandemic. Thanks to its dedicated staff and their capacity for innovation, the Office supported hybrid, virtual and in-person meetings at the Vienna International Centre, including key meetings of the Vienna-based United Nations intergovernmental bodies, allowing them to continue their dialogue throughout the pandemic. Important intergovernmental decisions would not have been reached without the vital support provided by the Office through its human resources, procurement, finance, information technology and communications and other administrative services.

The United Nations Office at Vienna will strive to ensure that Member States can continue to count on the home of the United Nations in Vienna as a sustainable, powerful and efficient platform from which to address global challenges, and to do so while respecting and contributing to the values that shape the United Nations and define its agenda. The Office remains committed to reducing its carbon footprint and will also continue to support wider United Nations reforms through the streamlined delegation of authority, strengthened internal controls and improved risk management.

The host country and the 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. The Office will continue to demonstrate and advocate for the importance of multilateralism through its work and its public outreach.

Through its values, the commitment of staff and the strength of its partnership with the Member States and the host country, the United Nations Office at Vienna will work to ensure that the United Nations family in Vienna is well-placed to support the world in overcoming the challenges of our time and getting back 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 2023

Overview

- 1.98 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 to:
- (a) 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) Cooperate with the host Government and 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) Represent the United Nations Legal Counsel in Vienna and provide assistance to the Director-General on all legal matters and legal services for entities of the Secretariat in Vienna;
 - (d) Arrange for representation of the United Nations at meetings and conferences held in Vienna;
 - (e) 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) Maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.
- 1.99 The proposed regular budget resources for 2023, 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	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	1 011.4	1 305.9	—	—	—	—	—	1 305.9
Other staff costs	5.2	5.4	—	—	—	—	—	5.4
Hospitality	1.1	1.2	—	—	—	—	—	1.2
Travel of staff	3.8	11.1	—	—	0.2	0.2	1.8	11.3
Contractual services	8.3	14.6	—	—	(0.2)	(0.2)	(1.4)	14.4
General operating expenses	5.6	0.7	—	—	—	—	—	0.7
Supplies and materials	3.2	2.2	—	—	—	—	—	2.2
Furniture and equipment	1.5	4.9	—	—	—	—	—	4.9
Total	1 040.1	1 346.0	—	—	—	—	—	1 346.0

Section 1 Overall policymaking, direction and coordination

Table 1.57

Proposed posts and post changes for 2023

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2022	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)
Proposed for 2023	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	2022 approved	Changes				2023 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

1.100 Additional details on the distribution of the proposed resources for 2023 are reflected in table 1.59 and figure 1.IX.

1.101 As reflected in table 1.59, the overall resources proposed for 2023 amount to \$1,346,000 before recosting and reflect no change in the resource level compared with the appropriation for 2022.

Table 1.59

Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

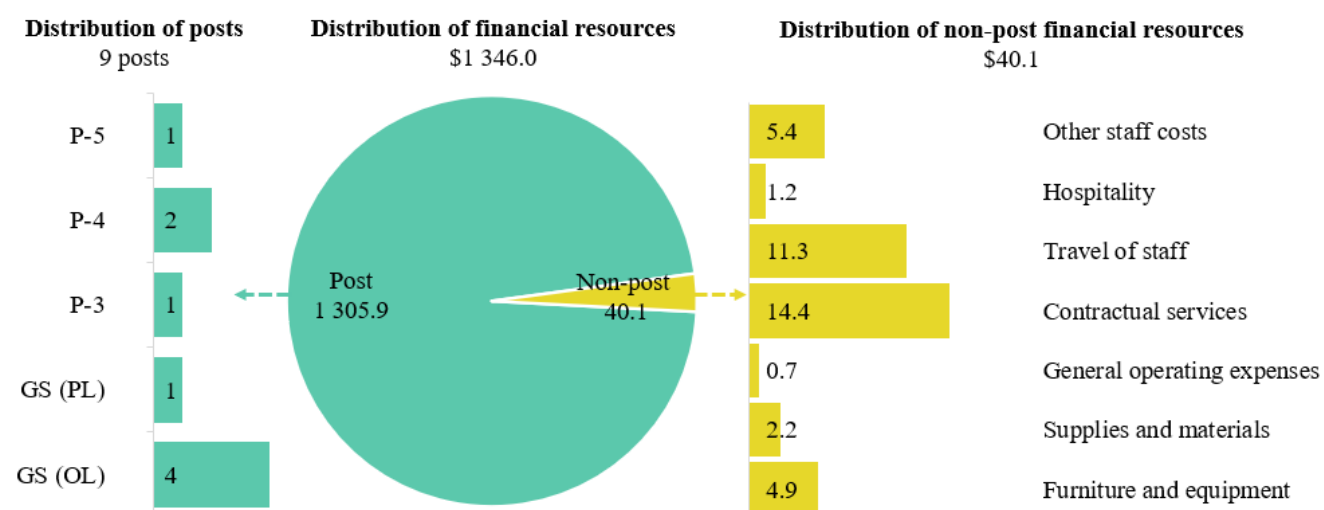
	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 011.4	1 305.9	—	—	—	—	—	1 305.9
Non-post	28.7	40.1	—	—	—	—	—	40.1
Total	1 040.1	1 346.0	—	—	—	—	—	1 346.0
Post resources by category								
Professional and higher		4	—	—	—	—	—	4

Part I Overall policymaking, direction and coordination

	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
General Service and related		5	–	–	–	–	–	–	5
Total		9	–	–	–	–	–	–	9

Figure 1.IX
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



1.102 Information on compliance with the advance booking for air travel is reflected in table 1.60.

Table 1.60
Compliance rate
(Percentage)

	Actual 2019	Actual 2020 ^a	Actual 2021	Planned 2022	Planned 2023
Air tickets purchased at least 2 weeks before the commencement of travel	79	–	100	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 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 2023, 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, with overall responsibility for the security and safety of all United Nations staff and their dependants throughout the country. The Office will support the Director-General in all her functions, including her efforts to further raise 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 transitioning administrative support functions for other United Nations entities to the Office.

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 UNEP, UN-Habitat and the resident coordinator offices globally. Throughout 2023, 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 2023

Overview

1.103 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 to:

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

1.104 The proposed regular budget resources for 2023, 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	2021 expenditure	2022 appropriation	Technical adjustments	Changes				2023 estimate (before recosting)
				New/ expanded mandates	Other	Total	Percentage	
Post	1 114.1	787.9	—	—	—	—	—	787.9
Other staff costs	—	8.4	—	—	—	—	—	8.4
Hospitality	—	1.1	—	—	—	—	—	1.1
Travel of staff	10.4	17.0	—	—	—	—	—	17.0
Contractual services	15.5	22.8	—	—	—	—	—	22.8
General operating expenses	10.7	27.1	—	—	(7.1)	(7.1)	(26.2)	20.0
Supplies and materials	4.8	1.3	—	—	—	—	—	1.3
Furniture and equipment	10.2	—	—	—	7.1	7.1	—	7.1
Total	1 165.6	865.6	—	—	—	—	—	865.6

Section 1 Overall policymaking, direction and coordination

Table 1.62

Proposed posts and post changes for 2023

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2022	7	1 USG, 1 D-1, 2 P-4, 3 LL
Proposed for 2023	7	1 USG, 1 D-1, 2 P-4, 3 LL

Table 1.63

Proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-4	2	—	—	—	—	2
Subtotal	4	—	—	—	—	4
General service and related						
LL	3	—	—	—	—	3
Subtotal	3	—	—	—	—	3
Total	7	—	—	—	—	7

1.105 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.64 to 1.66 and figure 1.X.

1.106 As reflected in tables 1.64 (1) and 1.65 (1), the overall resources proposed for 2023 amount to \$865,600 before recosting and reflect no change in the resource level compared with the appropriation for 2022.

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>2021 expenditure</i>	<i>2022 appropriation</i>	<i>Changes</i>				<i>2023 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>
Executive direction and management	1 165.6	865.6	—	—	—	—	—
Subtotal, 1	1 165.6	865.6	—	—	—	—	—

Part I Overall policymaking, direction and coordination

(2) *Extrabudgetary*

<i>Component</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2023 estimate</i>
Executive direction and management	27.3	283.7	—	—	283.7
Subtotal, 2	27.3	283.7	—	—	283.7
Total	1 192.9	1 149.3	—	—	1 149.3

Table 1.65
Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>Changes</i>					<i>2023 proposed</i>
	<i>2022 approved</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>2022 estimate</i>	<i>Change</i>	<i>2023 estimate</i>
Executive direction and management	1	—	1
Subtotal, 2	1	—	1
Total	8	—	8

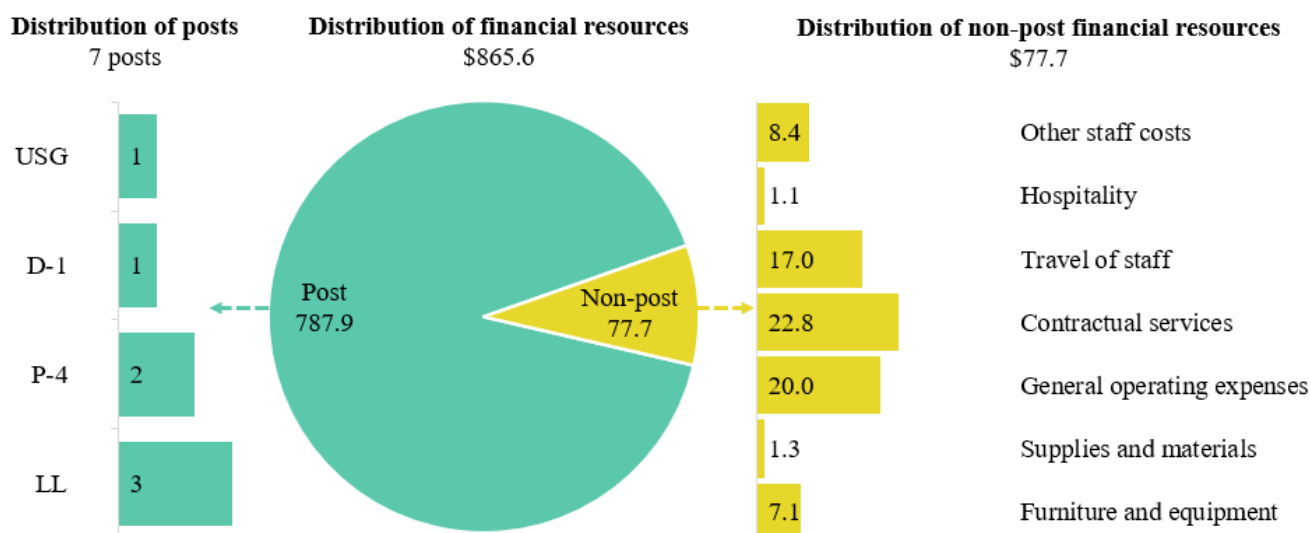
Table 1.66
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 114.1	787.9	—	—	—	—	—	787.9
Non-post	51.6	77.7	—	—	—	—	—	77.7
Total	1 165.6	865.6	—	—	—	—	—	865.6
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 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.107 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 2023, projected extrabudgetary resources are estimated at \$283,700 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 24.7 per cent of the total resources for the Office.
- 1.108 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.
- 1.109 Information on compliance with the advance booking for air travel is reflected in table 1.67. The Office of the Director-General works closely with the Travel, Shipping and Visa Unit to reserve tickets in advance, on the basis of the preliminary itinerary, in order to secure the tickets, before the formal actions are recorded in Umoja. There have been cases in which the preparations were finalized close to the departure date 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)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Air tickets purchased at least 2 weeks before the commencement of travel	33	29	40	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 recruited, forced to work, raped, killed, injured, abducted and denied education, health care and access to humanitarian aid. They are also revictimized through stigmatization and a lack of reintegration opportunities. Reporting on violations against children and engaging to stop and prevent violations is the core of the Office's mandate. Engagement can lead to the removal of children from danger, release, and prevention.

Together with partners in the field, the Office will redouble its efforts to promote the signing of action plans and commitments with parties to end and prevent violations against children, and engage with affected Member States to put in place legislation to criminalize the six grave violations. The Office will provide capacity for the implementation of protection and prevention plans, as required by the Security Council in its resolution [2427 \(2018\)](#), and other preventive measures, including measures to ensure equal access to education and the continuation of education during armed conflict, in line with the request of the Council in its resolution [2601 \(2021\)](#). Practical guidance for mediators with regard to protecting children in situations of armed conflict will ensure the systemic inclusion of protection language in peace processes. The conduct of research and the development of guidelines for improved monitoring, reporting and engagement will continue to be prioritized. Prevention partnerships with regional and subregional bodies will be reinforced. Efforts led by my Office and UNICEF to collect best practices on the reintegration of released children will continue to generate support for child reintegration programmes.

The twenty-fifth anniversary of the mandate in 2022 will draw public attention to the plight of children in armed conflict. The study on the evolution of the mandate conducted on this occasion has shown that the nature of armed conflict has evolved, and demonstrated that children today face different protection challenges depending on age, gender and disability. I want to invest in data analysis capacity to better inform protection and prevention responses, improve advocacy and support national and regional partners in enhancing protection and prevention capacities.

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

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 1.110 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 armed 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 and promotes enhanced monitoring and reporting at the subregional level in the Lake Chad basin region, in accordance with the report of the Secretary-General on children and armed conflict in 2021 ([A/75/873-S/2021/437](#)).
- 1.111 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 armed 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.
- 1.112 By its resolution [76/147](#), the General Assembly extended the mandate of the Special Representative for an additional period of four years, until 2025.

Programme of work

Objective

- 1.113 The objective, to which the 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 in, for and by armed conflict, prevent these violations from occurring in the first place and improve measures to better protect children in situations of armed conflict, including by ensuring that children are placed at the centre of peace negotiations and securing optimal conditions for the release and reintegration of children, thereby avoiding re-recruitment.

Strategy and external factors for 2023

- 1.114 To contribute to the objective, the Office will strengthen mechanisms for the protection of children used and abused in, for and by armed conflict, prevent these violations from occurring in the first place and improve measures to better protect conflict-affected children. Specifically, the Office will:
- (a) Monitor and report on violations against children in situations of armed conflict through the reinforcement of existing child protection capacities on the ground and facilitate information exchanges to identify and mitigate trends in the use and abuse of children in, for and by armed conflict;
 - (b) Enhance its diplomatic engagement, including through direct dialogue and/or country visits by the Special Representative, with parties to armed conflict to promote ending and preventing the use and abuse of children, and continue to advocate for the protection of children affected by conflict and the prevention of grave violations against them through analysis, public outreach and targeted reintegration support, as well as the development of groups of friends of the mandate in affected States and regions;
 - (c) Develop community, national, subregional and regional prevention plans, as well as other preventive measures, guided by Security Council resolutions [2427 \(2018\)](#) and [2601 \(2021\)](#), while promoting the adoption of international norms and standards for the protection of children by Member States;
 - (d) 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, whenever possible, in all official languages of the United Nations;
 - (e) Develop curricula with partners, conduct training for defence and security personnel and assist in capacity-building for governing structures, academics and civil society;
 - (f) Undertake research into the six grave violations, provide guidelines to assist in their monitoring, promote the comprehensive discussion of reintegration needs through the Global Coalition for Reintegration of Child Soldiers and promote 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;
 - (g) Organize and participate in seminars, workshops, conferences and other relevant meetings to raise awareness of child 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;
 - (h) Monitor the impact of the COVID-19 pandemic on children in situations of armed conflict, exchange information and promote dialogue at the national and regional levels regarding the consequences of the pandemic on children in armed conflict, and raise public awareness on this impact and suggest mitigation measures to better protect children and to prevent their use and abuse in, for and by armed conflict, as well as reinforce the capacity of country task forces on the ground to address these consequences;
 - (i) Enhance data analysis and information management capacity to better capture the differentiated protection needs of children, including on the basis of age, gender and disability, and whether they are on the move, internally displaced, refugees or victims of cross-border trafficking, and the factors that can exacerbate their vulnerability, such as climate change, poverty and inequality, the proliferation and illicit trafficking of arms, the impact of landmines, explosive remnants of war and improvised explosive devices, and the impact of new technologies.
- 1.115 The planned deliverables and activities are expected to help Member States make progress towards the achievement of the Sustainable Development Goals, including Goals 3, 4, 5, and 8, in particular

target 8.7 on the eradication of child labour, including the recruitment and use of child soldiers, and Goal 16, in particular target 16.2 on ending abuse, exploitation, trafficking and all forms of violence against and torture of children.

- 1.116 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 will continue to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme stemming from the COVID-19 pandemic. Examples of lessons learned and best practices include the support for country task forces for monitoring and reporting in the field through the redoubled engagement of the Special Representative; capacity-building initiatives at the technical level; and the provision of data analysis and policy guidance to inform responses to the challenges posed by the pandemic and adapt working methods, including through the publication of a study entitled “Impact of the COVID-19 pandemic on violations against children in situations of armed conflict” in 2021 and a similar follow-up study on the mid- and long-term impact of the pandemic to be published in 2022. The recommendations will continue to be implemented in 2023. At the same time, it is assumed that those operational conditions have improved and would allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuit of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 1.117 The above-mentioned work is expected to result in:
- (a) A decrease in the number of violations committed against children in armed conflict and an increase in the number of children released by armed forces and groups and reintegrated, including through repatriation and removal from situations of armed conflict, in line with the commitments agreed to in action plans, handover and release protocols, other commitments and mutually agreed practices;
 - (b) Stronger national and regional protection systems and accountability mechanisms through justice, remediation and reparation processes, involving Member States, to address gaps in knowledge, common standards and procedures for dealing with children under threat;
 - (c) The strengthening of efforts to protect children, including those threatened by intercommunal violence and the emergence of new parties to armed conflict;
 - (d) An increased mitigation capacity of Governments to prevent violations and ensure equal access to and the continuation of education in conflict;
 - (e) Alternative strategies, through tailored, systematic and sustainable reintegration, for children and communities to break the cycle of violence;
 - (f) An international political consensus that long-term and sustainable reintegration support should be provided to all released children, including those repatriated or removed from armed conflict zones, and that child protection issues should be included in all peace processes;
 - (g) An 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;
 - (h) An improved 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 conflict-affected children.
- 1.118 With regard to the external factors, the plan for 2023 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 to place children at the heart of the peace processes.
- 1.119 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Analysing the gender dimension of grave violations against children is crucial for the implementation of its mandate. The gender perspective is particularly relevant as girls and boys each face particular risks in conflict, requiring gender-sensitive approaches and responses. In this regard, rape and other forms of sexual violence remain a significantly underreported grave violation and disproportionately affect girls. Increasing attacks on schools and the abduction of children from schools and along school routes compounds the vulnerability of girls, since girls are usually the first to drop out of school and find it more difficult to return to school. Gender-sensitive approaches and responses also require a full understanding of the risks and vulnerabilities to grave violations and other abuses of boys, and the ways in which these may differ from those experienced by girls.
- 1.120 In 2023, the Office will strengthen the collection and analysis of data on rape and other forms of sexual violence against children, including through enhanced data analysis capacity in its Office and support for the capacity-building activities of its field partners. It will strengthen its cooperation with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict through more systematic collaboration on improving information-sharing between the monitoring and reporting mechanism on grave violations against children in situations of conflict and the monitoring, analysis and reporting arrangements on sexual violence in conflict. In addition, the Office will investigate the interlinkages of rape and other forms of sexual violence with other grave violations, such as the recruitment and use of children for forced marriage and forced labour, including sexual slavery. To that end, the Office will further strengthen its partnership with the International Labour Organization in the framework of the Alliance 8.7, a global partnership to eradicate, among other forms of forced labour, child labour, including the recruitment and use of children in armed conflict. Following up on the in-country study and guidance developed by the Office on the reintegration of boy victims of sexual violence in conflict, the Office intends to continue this initiative and expand the research to another situation on the children and armed conflict agenda in order to strengthen its data and better support its advocacy in this field. Finally, the Special Representative will continue her advocacy for the protection of girls' education from attacks, including within the framework of the endorsement and implementation of the Safe Schools Declaration.
- 1.121 In line with the United Nations Disability Inclusion Strategy, the Office has strengthened its efforts on issues related to children with disabilities, given that they are disproportionately affected by armed conflict. For children with disabilities, barriers to full participation in daily life are further intensified and compounded when infrastructure is destroyed and services and systems are compromised and made inaccessible because of armed conflict. This often results in a loss of access to schooling, health-care and psychosocial support. When systems and services break down and safe spaces shrink, children with disabilities are also more likely to fall victim to grave violations. For children who sustain injuries during armed conflict as a result of grave violations such as recruitment and use, maiming or sexual violence, such injuries can lead to long-term impairments and different forms of disability, posing additional challenges to their recovery and reintegration. The COVID-19 pandemic has exacerbated these threats to children with disabilities and made them even more vulnerable. To adequately analyse the impact of armed conflict on children with disabilities, understand their specific needs and inform protection and prevention responses, it would be important to consider disability, as well as factors that intersect with it, in the framework of the monitoring and reporting mechanism, resources permitting.
- 1.122 In 2023, the Office will advocate with its partners in the Monitoring and Reporting Mechanism Technical Reference Group to develop a guidance note that will describe ways to better collect, verify and analyse data on grave violations against children with disabilities in armed conflict, with the objective of disaggregating data by disability. The Office will also strengthen its advocacy efforts

to raise awareness of the plight of children with disabilities in armed conflict and continue the implementation of its disability inclusion strategy.

Evaluation activities

- 1.123 The following evaluations completed in 2021 have guided the proposed programme plan for 2023:
- (a) Office of Internal Oversight Services (OIOS) biennial report entitled “Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives”;
 - (b) OIOS triennial review of the implementation of the recommendations from the programme evaluation of the offices of the Special Representatives of the Secretary-General for Children and Armed Conflict, on Sexual Violence in Conflict and on Violence against Children.
- 1.124 The results and lessons of the OIOS biennial report referenced above have been taken into account for the proposed programme plan for 2023. For example, to address the recommendations, an entity-specific evaluation policy was developed and a focal point for evaluation was nominated, with clear terms of reference, to track evaluation and self-evaluation cycles, coordinate reporting efforts, and facilitate the implementation of recommendations and mainstream them into the proposed programme plan for 2023.
- 1.125 The results and lessons of the OIOS triennial review referenced above have also been taken into account for the proposed programme plan for 2023, including: (a) enhancing communication strategies; (b) strengthening headquarters coordination task forces; (c) incorporating lessons-learned mechanisms into work programmes; (d) adding regular risk assessments and strategic planning to work programmes; and (e) enhancing coordination and cooperation between the three offices.

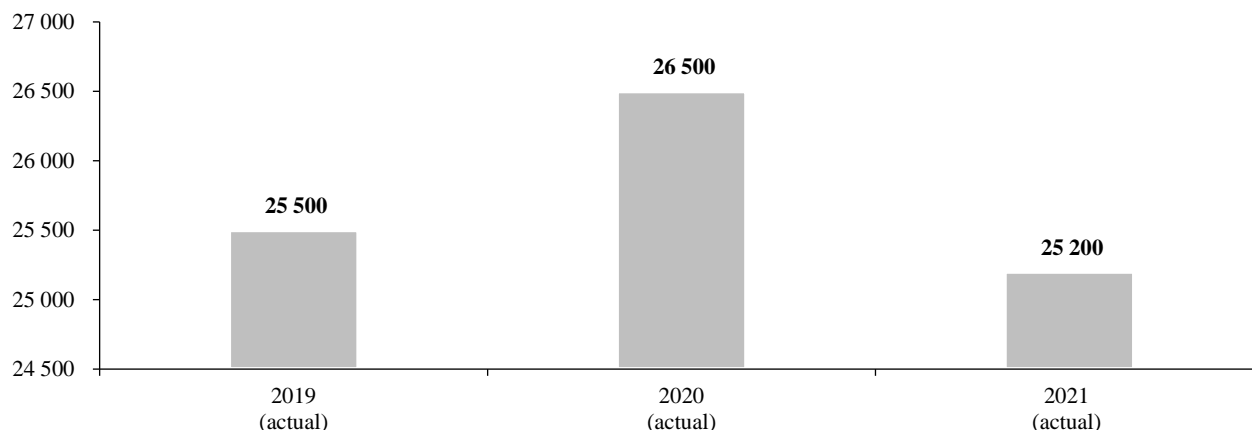
Programme performance in 2021

Stabilization of the number of grave violations committed against children

- 1.126 In 2021, the overall number of grave violations committed against children stabilized, despite deteriorating political and security environments in several situations on the children and armed conflict agenda and the impact of the COVID-19 pandemic on children affected by armed conflict. This reflects the critical role that the children and armed conflict mandate has played in contributing to protecting children from grave violations and preventing these violations before they occur. The Office’s sustained engagement with parties to conflict, as well as advocacy at the international, regional and national levels, led to the signature and implementation by armed forces and armed groups of action plans, prevention plans and other commitments to end and prevent grave violations in their operations, and contributed to mitigating the impact of conflict on children. The apparent decrease in the number of violations in 2021 should be considered with due regard to the access challenges faced by entities that monitor and report grave violations in some situations on the children and armed conflict agenda, and should therefore be regarded as a stabilization rather than a decrease.
- 1.127 Progress towards the objective is presented in the performance measure below (see figure 1.XI).

Figure 1.XI

Performance measure: number of grave violations committed against children (annual)



Impact of the pandemic

- 1.128 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates; in particular, it increased the vulnerability of conflict-affected children and placed additional burdens on ground operations and on the Office's activities and deliverables. The pandemic made engagement with parties to conflict more difficult owing to access constraints with regard to United Nations operations on the ground. Related activities such as training, awareness-raising, screening exercises, advocacy and the speedy implementation of child legislation and action plans were hampered. The Office's field missions had to be postponed, and its events and capacity-building activities, including with parties to conflict, were held virtually when logistics permitted.
- 1.129 In addition, in order to support Member States and United Nations partners in the field on issues related to the COVID-19 pandemic, within the overall scope of the objectives, the Office provided data and policy guidance to illuminate field responses, including through the conduct of a study on the impact of the COVID-19 pandemic on violations against children in situations of armed conflict, launched in a Security Council Arria-formula meeting in 2021.

Planned results for 2023

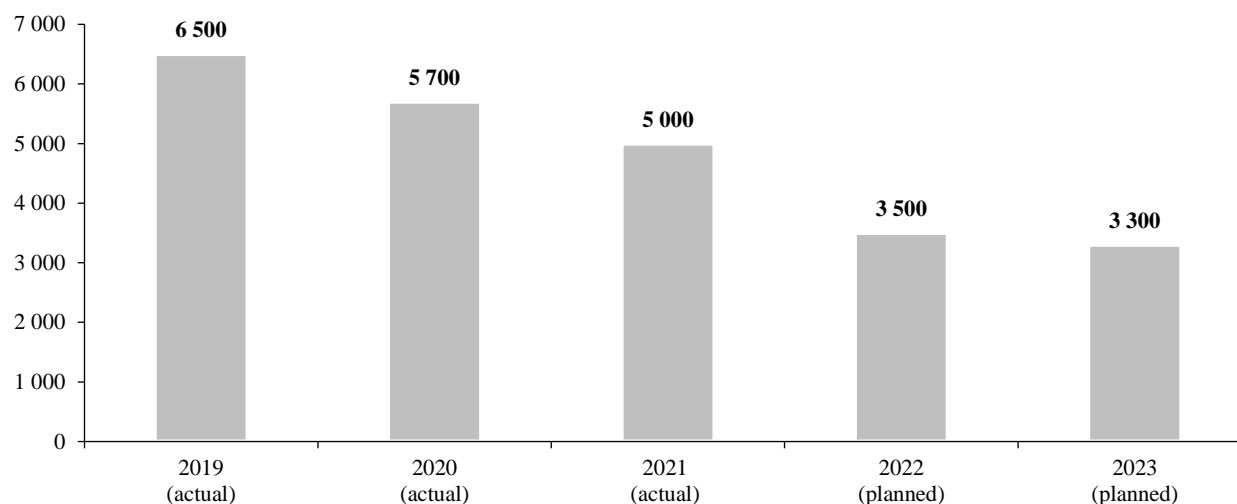
Result 1: children recruited and used by parties to armed conflict

Programme performance in 2021 and target for 2023

- 1.130 The Office's work contributed to a decrease of 700 children recruited compared with 2020, which did not meet the planned target of a decrease of 1,700 recruitments compared with 2020. The target was not met owing to the deteriorating political and security situations and the negative impact of the pandemic on conflict-affected children, operations on the ground and the Office's activities and deliverables. Safety concerns and the pandemic increased the vulnerability of children, placing additional burdens on child protection actors. The Office's field missions had to be temporarily postponed, leading to the need for events, meetings and engagement with parties to conflict for the signature and/or implementation of action plans to be undertaken virtually, if at all.
- 1.131 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 1.XII).

Figure 1.XII

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



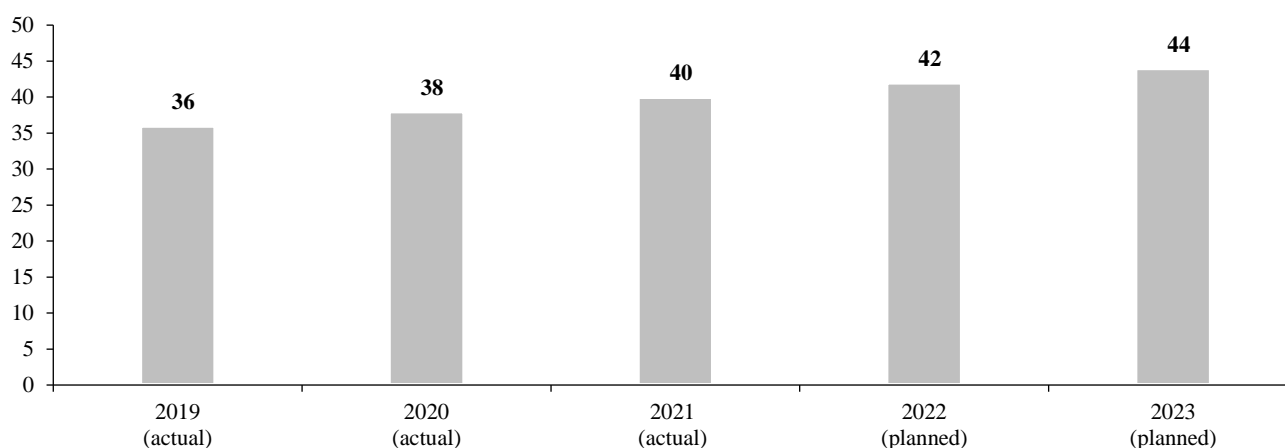
Result 2: increase in the signature of new action plans and other commitments between the United Nations and parties to armed conflict to end and prevent violations against children, including new comprehensive action plans covering all six grave violations

Proposed programme plan for 2021 and target for 2023

- 1.132 The programme's work contributed to 40 joint action plans and other commitments, including comprehensive action plans, covering all six grave violations, which met the planned target.
- 1.133 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 1.XIII).

Figure 1.XIII

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



Result 3: increase in the signature of prevention plans, including national, regional and subregional prevention plans, and other measures to prevent grave violations against children and ensure equal access to and the continuation of education in conflict

Proposed programme plan for 2023

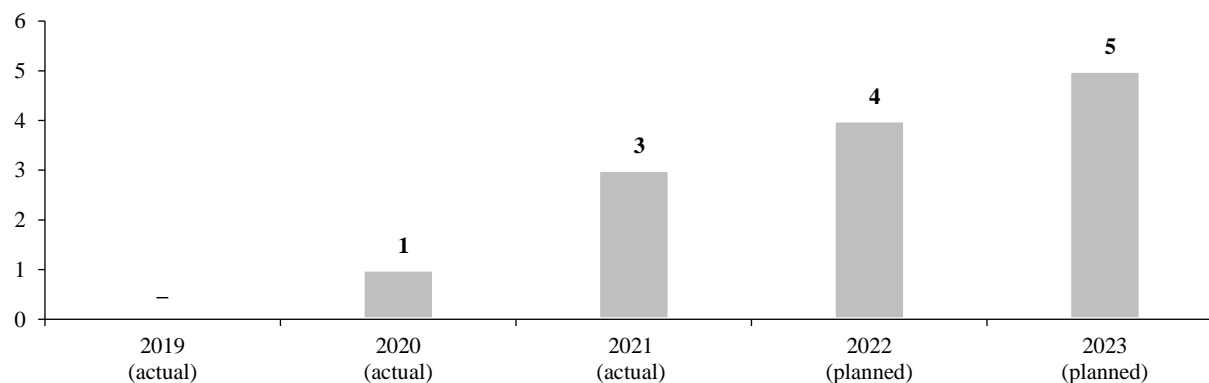
- 1.134 In line with Security Council resolution [2427 \(2018\)](#), the Office has offered assistance to Member States and regional and subregional organizations in the development of prevention measures since 2018. The Office assisted in the development of a national prevention plan in the Philippines and promoted the adoption of prevention plans in the Central African Republic, Mali and the Sudan. The Security Council requested, in its resolution [2601 \(2021\)](#), that preventive measures be undertaken to ensure equal access to education and the continuation of education in armed conflict and recognized the essential role of education for the prospects of peace and security.

Lessons learned and planned change

- 1.135 The lesson for the programme was the need to strengthen preventive actions and early warning mechanisms, including at the regional and subregional levels, as well as the need to promote a sustained approach that included the full ownership of signatories on the need to prevent violations against children in the first place. In applying the lesson, the Office will prioritize the signature of prevention plans and other preventive measures with parties to conflict and redouble its engagement with regional organizations and subregional organizations, in particular the Economic Community of Central African States and the Economic Community of West African States (ECOWAS). The Office will continue to discuss the signature of commitments to implement prevention measures to better protect children against all six grave violations and in doing so contribute to building and sustaining peace. In addition, the Office has taken note of and will take action to implement the request of the Security Council to promote preventive measures for equal access to and the continuation of education in conflict, in accordance with its resolution [2601 \(2021\)](#).
- 1.136 Expected progress towards the objective is presented in the performance measure below (see figure 1.XIV).

Figure 1.XIV

Performance measure: number of prevention plans and other preventive measures to prevent grave violations against children in conflict and/or ensure equal access to and the continuation of education in conflict (cumulative)



Legislative mandates

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

General Assembly resolutions

51/77	The rights of the child	76/147	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)	1998 (2011)
1314 (2000)	2068 (2012)
1379 (2001)	2143 (2014)
1460 (2003)	2225 (2015)
1539 (2004)	2427 (2018)
1612 (2005)	2467 (2019)
1882 (2009)	2601 (2021)

Deliverables

1.138 Table 1.68 lists all deliverables of the programme.

Table 1.68

**Office of the Special Representative of the Secretary-General for Children and Armed Conflict:
Deliverables for the period 2021–2023, by category and subcategory**

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	14	13	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 notes to the Security Council Working Group on Children and Armed Conflict	4	4	4	4
5. Reports to the Security Council Working Group on Children and Armed Conflict in specific situations	7	6	7	7
Substantive services for meetings (number of three-hour meetings)	4	5	5	5
Meetings of:				
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
7. The Fifth Committee	1	1	1	1
8. The General Assembly	1	1	1	1
9. The Security Council	1	1	1	1
10. The Human Rights Council	–	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	10	10
11. Training for child protection actors and country task forces on monitoring and reporting mechanisms	10	10	10	10
Publications (number of publications)	–	2	2	2
12. Studies, reports and other publications related to children and armed conflict	–	2	2	2

Section 1 Overall policymaking, direction and coordination

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
Technical materials (number of materials)	–	–	1	1
13. Technical guidelines on the six grave violations against children	–	–	1	1
Fact-finding, monitoring and investigation missions (number of missions)	3	–	6	8
14. Field missions to situations on the children and armed conflict agenda	3	–	6	8
C. Substantive deliverables				
Consultation, advice and advocacy: briefings and consultations with Security Council Member States (15 Member States) and some 20 other Member States; briefings and consultations with some 4 regional and subregional organizations that play a role in the prevention of grave violations against children; briefing materials and guidance tools; expert advice on policy matters to national government and regional officials dealing with child protection issues; advocacy field missions (5 locations).				
D. Communication deliverables				
Outreach programmes, special events and information materials: keynote speaker or presenter at an annual average of 80 high-level events, NGO and civil society events, retreats, symposiums, round tables and forums on issues relating to children and armed conflict; 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; recorded statements.				
Digital platforms and multimedia content: content for websites and social media accounts.				

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.139 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 1.69 to 1.71.

Table 1.69

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Post	1 807.2	1 905.0	—	—	—	—	—	—	1 905.0
Other staff costs	206.2	250.2	—	—	—	—	—	—	250.2
Hospitality	—	0.8	—	—	—	—	—	—	0.8
Travel of staff	16.9	104.2	—	—	—	—	—	—	104.2
Contractual services	34.9	21.4	—	—	—	—	—	—	21.4
General operating expenses	17.3	15.4	—	—	—	—	—	—	15.4
Supplies and materials	0.4	1.6	—	—	—	—	—	—	1.6
Furniture and equipment	21.0	6.1	—	—	—	—	—	—	6.1
Total	2 103.9	2 304.7	—	—	—	—	—	—	2 304.7

Table 1.70

Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	11	1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)
Proposed for 2023	11	1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)

Table 1.71

Proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				Total	2023 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	2022 approved	Changes				2023 proposed
		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

1.140 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.72 to 1.74 and figure 1.XV.

1.141 As reflected in tables 1.72 (1) and 1.73 (1), the overall resources proposed for 2023 amount to \$2,304,700 before recosting and reflect no change in the resource level compared with the appropriation for 2022.

Table 1.72

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Programme of work	2 103.9	2 304.7	–	–	–	–	2 304.7
Subtotal, 1	2 103.9	2 304.7	–	–	–	–	2 304.7

(2) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Programme of work	1 241.4	1 308.9	35.8	2.7	1 344.7
Subtotal, 2	1 241.4	1 308.9	35.8	2.7	1 344.7
Total	3 345.3	3 613.6	35.8	1.0	3 649.4

Table 1.73
Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2022 approved</i>	<i>Changes</i>				<i>2023 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Programme of work	11	–	–	–	–	11
Subtotal, 1	11	–	–	–	–	11

(2) *Extrabudgetary*

<i>Component</i>	<i>2022 estimate</i>	<i>Change</i>	<i>2023 estimate</i>
Programme of work	3	1	4
Subtotal, 2	3	1	4
Total	14	1	15

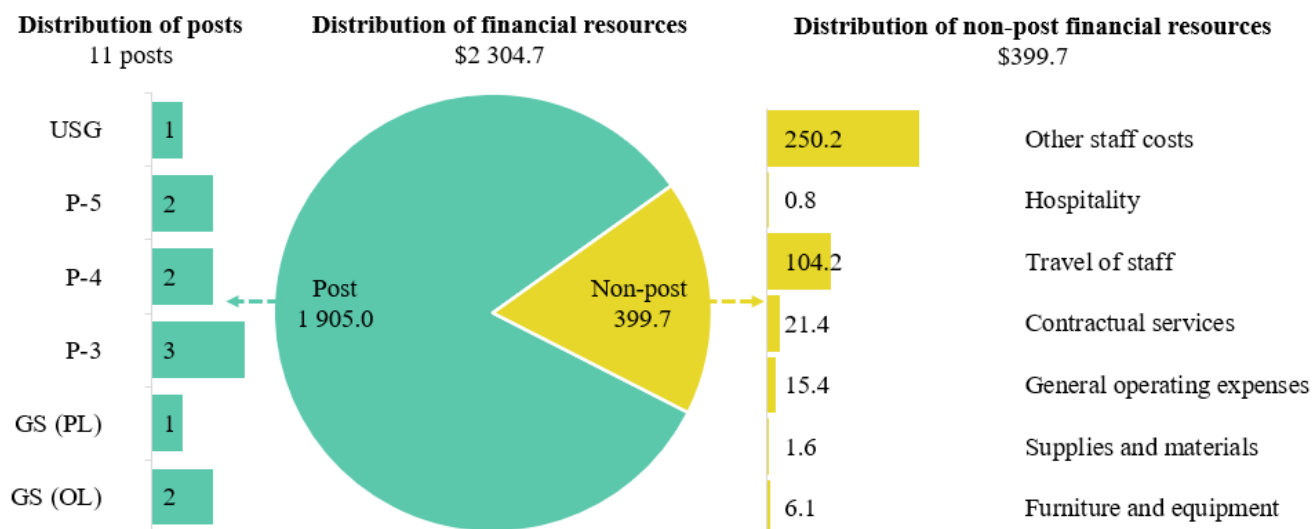
Table 1.74
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 807.2	1 905.0	—	—	—	—	—	1 905.0
Non-post	296.7	399.7	—	—	—	—	—	399.7
Total	2 103.9	2 304.7	—	—	—	—	—	2 304.7
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		3	—	—	—	—	—	3
Total		11	—	—	—	—	—	11

Figure 1.XV
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.142 As reflected in tables 1.72 (2) and 1.73 (2), the Office expects to continue to receive extrabudgetary contributions, which would complement regular budget resources and support the delivery of its mandates. For 2023, extrabudgetary contributions are estimated at \$1,344,700 and would provide for four posts (2 P-4 and 2 General Service (Other level)). 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. The increase of \$35,800 reflects mainly the cost of one additional post and additional travel costs. Extrabudgetary resources represent 36.8 per cent of the total resources for the Office.
- 1.143 Anticipated in-kind contributions would provide for use of office space, with an estimated value of \$45,500.
- 1.144 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.145 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.75. While the Office makes every effort to follow the advance booking of air travel policy, 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 continue to strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

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

Table 1.75

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	38	42	55	100	100

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

Foreword

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, families and communities. It diminishes the prospects of reconciliation and durable peace.

In the past decade, we have witnessed a paradigm shift in how conflict-related sexual violence is understood and addressed. The problem is now recognized as a 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. In its landmark resolution [2467 \(2019\)](#), the Council articulated for the first time a “survivor-centred approach” in all aspects of the operational and programmatic response. Indeed, survivors remain the moral compass of this mandate and inform the strategic priorities that I have established for my Office.

Notwithstanding the progress of the past decade, there are unprecedented challenges on the horizon, including enforcing the compliance of non-State actors. The new prevention strategy that the Office is developing will focus on fostering national ownership and reinforcing justice and accountability. However, even as we enhance prevention efforts, continued advocacy for increased support for survivors is essential, as is addressing the root causes of the violence, which include structural barriers to gender equality and discrimination. The execution of this mandate is integral to the achievement of Sustainable Development Goals 5 and 16 in particular. In the short term, it will also be necessary to mitigate the unique challenges brought about by the ongoing COVID-19 pandemic.

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

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 1.146 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.
- 1.147 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.
- 1.148 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, anti-trafficking efforts and related security and justice sector engagement.

Programme of work

Objective

- 1.149 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 and external factors 2023

- 1.150 To contribute to the objective, the Office will continue to:
- (a) Engage with parties to conflict and other relevant stakeholders on preventing conflict-related sexual violence, with a priority focus on justice and accountability for such crimes as a key element of deterrence and prevention, including through engagement with justice and security actors in countries of concern;
 - (b) Engage with Member States at the global level, including in the Security Council and the General Assembly, and foster national ownership, leadership and responsibility in situations of concern;
 - (c) Adopt a survivor-centred approach in the implementation of all aspects of the mandate, in line with Security Council resolution [2467 \(2019\)](#) and in coordination with survivors of sexual

violence, civil society, regional organizations and United Nations peace operations and other relevant United Nations entities, in particular at the country level;

- (d) 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 21 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;
 - (e) Focus advocacy on ensuring the adequate allocation of donor resources for the implementation of prevention strategies and multisectoral services for survivors, which continue to be detrimentally affected by the COVID-19 pandemic.
- 1.151 Reflecting importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. For example, various communications tools and platforms have been used to strengthen communities of practice and expertise in this substantive area of work, including by more regularly linking conflict-related sexual violence experts working in different priority countries. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 1.152 The above-mentioned work is expected to result in:
- (a) Concrete and timebound commitments to prevent and address incidents, patterns and trends of sexual violence in conflict, in particular through an enhanced security and justice sector response;
 - (b) Improved access to appropriate and good-quality services, including health care, psychosocial support, legal services, reparations and livelihood support for all survivors, as well as children born of conflict-related sexual violence.
- 1.153 With regard to the external factors, the overall plan for 2023 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 and other situations of concern;
 - (b) Member States and other key stakeholders see a convergence between their strategic interests and priorities and upholding the international protection framework that has been established to prevent conflict-related sexual violence.
- 1.154 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will deepen its engagement with regional and subregional actors and multilateral institutions, including the African Union, the League of Arab States, the European Union, the Economic Community of West African States, the International Conference on the Great Lakes Region, the International Organization of la Francophonie, the Inter-Parliamentary Union and the African Development Bank, including through formal frameworks of cooperation, to prevent and address sexual violence in conflict.
- 1.155 With regard to inter-agency coordination and liaison, the Office will continue to work through United Nations Action against Sexual Violence in Conflict, which has a membership of 21 United Nations entities and is chaired by the Special Representative, to improve monitoring, reporting and information-sharing and to strengthen system-wide analysis and response programming. Coordination on justice and accountability dimensions of the mandate will be conducted through the Team of Experts on the Rule of Law and Sexual Violence in Conflict, which carries out work under

the strategic direction of the Special Representative and comprises the Office, OHCHR, UNDP and the Department of Peace Operations as the co-lead entities.

- 1.156 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, cooperation frameworks and implementation plans) will continue to 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. Prevention strategies and response programming will reflect a tailored approach to address sexual violence against both female and male survivors. Information, including on incidents of conflict-related sexual violence, continue to be systematically disaggregated by sex in order to offer a gender-sensitive analysis for the Security Council.
- 1.157 In line with the United Nations Disability Inclusion Strategy, the Office will incorporate considerations related to disability inclusion 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 will continue to engage 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 related to the rights of persons with disabilities and their targeting with sexual violence in situations of armed conflict.

Evaluation activities

- 1.158 The OIOS triennial review of the implementation of the recommendations from the programme evaluation of the offices of the Special Representatives of the Secretary-General for Children and Armed Conflict, on Sexual Violence in Conflict and on Violence against Children, completed in 2021, has guided the proposed programme plan for 2023.
- 1.159 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2023, including (a) enhancing communication strategies; (b) strengthening headquarters coordination task forces; (c) incorporating lessons learned mechanisms into work programmes; (d) regular risk assessment and strategic planning in work programmes; and (e) enhancing coordination and cooperation between the three offices.
- 1.160 The following evaluations are planned for 2023:
- (a) Review of the 2020–2025 strategic framework of United Nations Action against Sexual Violence in Conflict;
 - (b) Review of the five-year joint programme of the Team of Experts on the Rule of Law and Sexual Violence in Conflict.

Programme performance in 2021

Strengthened national ownership and action to prevent and respond to conflict-related sexual violence

- 1.161 Conflict-related sexual violence in the Democratic Republic of the Congo remained widespread in the provinces of North Kivu, South Kivu, Ituri and Tanganyika, with violations perpetrated by both State and non-State parties to conflict. Survivors faced overwhelming stigma, in particular those with children born of sexual violence, and they continued to encounter obstacles in access to life-saving services. The United Nations assisted hundreds of survivors through the provision of services in women's shelters and one-stop centres that continued to receive the support of United Nations entities, including the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations country team and the Office of the Special Representative. Enhanced engagement of the justice sector, including military justice institutions, resulted in more

high-level prosecutions in 2021, including of former armed group commanders. Military justice authorities also successfully prosecuted members of the Armed Forces of the Democratic Republic of the Congo, including senior officers, for crimes of sexual violence as part of the efforts of national authorities to implement the commitments expressed in the Joint Communiqué between the Government of the Democratic Republic of the Congo and the United Nations on the Fight Against Sexual Violence in Conflict, of 2013, and its addendum. In her capacity as champion for the fight against sexual violence in conflict, as nominated by the Special Representative, the First Lady of the Democratic Republic of the Congo initiated efforts to adopt critical national legislation to combat conflict-related sexual violence and support survivors, such as a law on victims and witness protection and on reparations, with the intention of establishing a national reparations fund and programme.

1.162 Progress towards the objective is presented in the performance measure below (see table 1.76).

Table 1.76
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
Adoption of the addendum to the Joint Communiqué between the Government of the Democratic Republic of the Congo and the United Nations on the Fight Against Sexual Violence in Conflict	Adoption of an implementation plan for the addendum to the Joint Communiqué, leading to further strengthening of accountability processes and increased prosecutions	Ongoing implementation of the addendum to the Joint Communiqué, leading to high-profile convictions of commanders of armed groups and officers of the Armed Forces of the Democratic Republic of the Congo
Increased prosecution of crimes of sexual violence by national justice authorities	Appointment by the Special Representative of the First Lady of the Democratic Republic of the Congo as champion for the fight against sexual violence in conflict, leading to strengthened national leadership and ownership	Establishment of a national consultative process with survivors, civil society and other stakeholders for the drafting and adoption of legislation to address conflict-related sexual violence and the establishment of a national reparations fund and programme

Impact of the pandemic

1.163 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular the postponement of eight planned missions of the Special Representative and the technical teams, which resulted in reduced high-level political engagement and technical support to national authorities and institutions in priority countries. The Office also postponed an expert consultation on strengthening the engagement of non-State actors, as requested by the Security Council in its resolution [2467 \(2019\)](#), which delayed the development of a strategy. 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. Nonetheless, 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, including briefings to Security Council sanctions committees.

Planned results for 2023

Result 1: national authorities fulfil the needs of a diverse range of survivors through a survivor-centred approach

Programme performance in 2021 and target for 2023

- 1.164 The Office's work contributed to the capacity of national authorities to fulfil the needs of a diverse range of survivors through a survivor-centred approach and access to support for survivors through the operation of one-stop centres in Nigeria and Somalia, which did not meet the planned target of Governments implementing survivor-centred measures, in line with commitments undertaken in the framework of Security Council resolution [2467 \(2019\)](#). The target was not met owing to a series of military takeovers that disrupted the functioning of judicial and social services in several countries under the agenda of the mandate. Moreover, the takeovers took place against the backdrop of the ongoing pandemic, which limited travel and in-person engagement critical to advancing progress on the ground in this area.
- 1.165 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 1.77).

Table 1.77

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
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, the Central African Republic, Mali, Myanmar, Somalia, and the Sudan	Enhanced capacity of national authorities to fulfil the needs of a diverse range of survivors through a survivor-centred approach and access to support for survivors through the operation of one-stop centres in Nigeria and Somalia	Governments continue to implement their commitments More Governments adopt formal commitments in situations of concern, in line with resolution 2467 (2019)	Governments strengthen engagement with and allocate greater resources to justice, security and service sectors

Result 2: strengthened accountability of parties to conflict as a key aspect of the prevention of sexual violence crimes

Programme performance in 2021 and target for 2023

- 1.166 The Office's work contributed to engagement by national authorities on strengthening accountability for conflict-related sexual violence, including in Mali where a wide range of actors engaged with the Team of Experts on delayed judicial processes, which did not meet the planned target of formal agreements and action plans to prevent and address conflict-related sexual violence with three countries. The target was not met owing to the ongoing pandemic, which curtailed the Office's engagement with national authorities and judicial institutions, in particular with respect to actors operating in remote and rural areas most in need of support in this regard.
- 1.167 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 1.78).

Table 1.78

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Formal agreements and action plans to prevent and address conflict-related sexual violence with 5 countries (Central African Republic, Mali, Myanmar, Somalia and Sudan)	Implementation plan to prevent and address conflict-related sexual violence with 1 country (South Sudan)	Engagement by national authorities on strengthening accountability for conflict-related sexual violence, including in Mali	Formal agreements and action plans to prevent and address conflict-related sexual violence with 5 countries	Increased engagement of United Nations sanctions regimes on conflict-related sexual violence, resulting in listings of perpetrators

Result 3: enhanced prevention through the implementation of strategies by national security and justice sector institutions
Proposed programme plan for 2023

- 1.168 The Office supported the training of prosecutors and judges in several priority countries to enable them to address sexual violence crimes. Training was also provided to the national armies of the Democratic Republic of the Congo and Somalia, among others, to enable them to consistently enforce accountability measures for breaches of command orders on sexual violence.

Lessons learned and planned change

- 1.169 The lesson for the Office was the need for a strengthened focus on the prevention of conflict-related sexual violence, considering that, to date, there has been a greater resource investment in response efforts than in prevention. In applying the lesson, the Office will place greater emphasis and resources on the development and implementation of prevention strategies and measures while continuing to scale up response programmes, including service provision for survivors. The Office will engage the United Nations system through the Special Representative to develop a prevention strategy that articulates specific measures that may be taken in the justice, security and service sectors, as well as resource mobilization for the implementation of prevention measures. The Office will further support national authorities, with its recently developed model legislative guidance and through its framework of cooperation with the Inter-Parliamentary Union, in bringing legislation in line with international norms and standards. The Office will also support international and regional accountability measures through international jurisdiction efforts by third countries and United Nations sanctions regimes.
- 1.170 Expected progress towards the objective is presented in the performance measure below (see table 1.79).

Table 1.79
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	—	Strengthened justice sector response in priority countries such as the Central African Republic and the Democratic Republic of the Congo, with accountability for sexual violence crimes as a central aspect of deterrence and prevention	United Nations strategy on the prevention of sexual violence in conflict developed through a broad consultative process with key stakeholders, including United Nations partners, survivors and civil society	Implementation plans and/or specific measures taken by Governments or non-State actors on the basis of the prevention strategy

Legislative mandates

1.171 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

1.172 Table 1.80 lists all deliverables of the programme.

Table 1.80
Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 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

Section 1 Overall policymaking, direction and coordination

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
Substantive services for meetings (number of three-hour meetings)	10	23	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	18	5	5
6. Briefings to human rights treaty bodies	2	2	2	2
7. Special Committee on Peacekeeping Operations	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	18	39	32
8. Training of national police and/or military forces on prevention of and response to conflict-related sexual violence	–	6	20	15
9. Training of national justice sector (prosecutors and judges) on investigation into and prosecution of conflict-related sexual violence	–	9	15	15
10. Workshop with Women's Protection Advisers on emerging threats and challenges of conflict-related sexual violence	–	3	4	2
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.				
Consultation, advice and advocacy: consultations 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.				
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; United Nations Action against Sexual Violence in Conflict "Stop Rape Now" campaign.				
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 2023

Overview

- 1.173 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 1.81 to 1.83.

Table 1.81

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Post	1 422.5	1 607.2	—	—	—	—	1 607.2
Other staff costs	—	36.3	—	—	—	—	36.3
Hospitality	—	1.1	—	—	—	—	1.1
Travel of staff	96.1	84.5	—	—	—	—	84.5
Contractual services	9.7	11.8	—	—	—	—	11.8
General operating expenses	6.4	42.3	—	—	—	—	42.3
Supplies and materials	—	3.3	—	—	—	—	3.3
Furniture and equipment	0.8	2.9	—	—	—	—	2.9
Total	1 535.5	1 789.4	—	—	—	—	1 789.4

Table 1.82

Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)
Proposed for 2023	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)

Table 1.83

Proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 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

Section 1 Overall policymaking, direction and coordination

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	2	—	—	—	—	2
Subtotal	2	—	—	—	—	2
Total	8	—	—	—	—	8

1.174 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.84 to 1.86 and figure 1.XVI.

1.175 As reflected in tables 1.84 (1) and 1.85 (1), the overall resources proposed for 2023 amount to \$1,789,400 before recosting and reflect no change in the resource level compared with the appropriation for 2022.

Table 1.84

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	1 535.5	1 789.4	–	–	–	–	1 789.4
Subtotal, 1	1 535.5	1 789.4	–	–	–	–	1 789.4

(2) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Programme of work	2 558.7	2 972.9	941.4	31.7	3 914.3
Subtotal, 2	2 558.7	2 972.9	941.4	31.7	3 914.3
Total	4 094.2	4 762.3	941.4	19.8	5 703.7

Table 1.85

Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	8	–	–	–	–	8
Subtotal, 1	8	–	–	–	–	8

(2) Extrabudgetary

Component	2022 estimate	Change	2023 estimate
Programme of work	12	4	16
Subtotal, 2	12	4	16
Total	20	4	24

Table 1.86

Evolution of financial and post resources

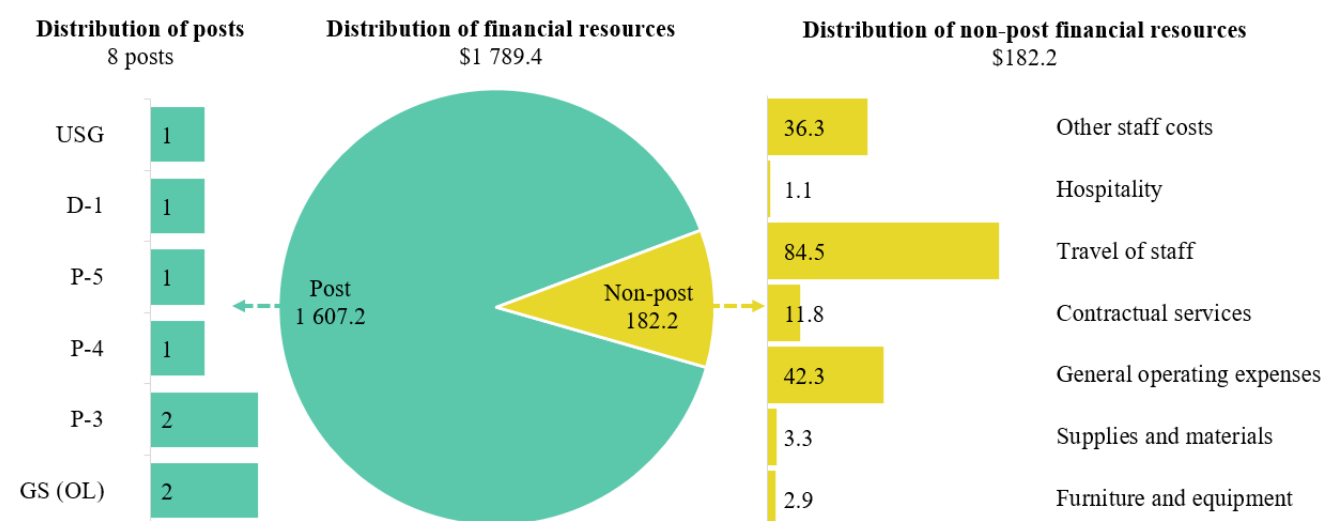
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 422.5	1 607.2	—	—	—	—	—	1 607.2
Non-post	113.0	182.2	—	—	—	—	—	182.2
Total	1 535.5	1 789.4	—	—	—	—	—	1 789.4
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 1.XVI

Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.176 As reflected in tables 1.84 (2) and 1.85 (2), the Office expects to continue to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2023, extrabudgetary resources are estimated at \$3,914,300 and would provide for 16 posts (1 D-1, 2 P-5, 6 P-4, 3 P-3, 1 P-2/1 and 3 General Service (Other level)). 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. The increase of \$941,400 reflects costs for the four new posts. Extrabudgetary resources represent 68.6 per cent of the total resources for this section.
- 1.177 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.178 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.87. The majority of travel for the Office is related to the high-level engagements of the Special Representative with priority countries and technical missions to follow up on the formal agreements reached between the Special Representative and national authorities. While every effort is made to ensure advance planning for all official travel, the finalization of travel requests for such missions depends on visa approvals and confirmations of missions and meetings with government interlocutors by the national authorities. 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.

Table 1.87
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	38	18	35	100	100

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

Foreword

Ending violence against children cannot wait. Even before the arrival of COVID-19, half the world's children experienced some form of violence every year. Two years into the pandemic, violence against children and gender-based violence have increased and also become less visible.

The pandemic has revealed and exacerbated social inequalities. The socioeconomic impact of the pandemic has amplified children's vulnerability to different forms of violence, including child labour, child marriage, online sexual exploitation, trafficking, smuggling and enrolment in criminal and violent groups. Violence has a devastating impact on children's physical and mental health, with long-lasting and intergenerational effects. Violence undermines human capital development, social cohesion and the achievement of the Sustainable Development Goals.

The pandemic, ongoing conflicts and humanitarian emergencies have severely tested the capacity of States, communities and families to ensure the protection and well-being of children. Although many States have taken measures to address these challenges, much more must be done.

Ending violence against children is possible. Effective evidence-based prevention strategies exist. However, a paradigm shift is needed to move from a siloed approach to a people-centred, life cycle approach. Spending on integrated services for children and their caregivers – including child protection, health, mental health, education, justice and social protection – must be seen as a key investment for building inclusive, peaceful, just and resilient societies, leaving no one behind.

Most importantly, children must be part of the solution and empowered as agents of positive change in action to end violence.

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

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 1.179 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](#), [73/155](#) and [76/147](#). 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

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

Strategy and external factors for 2023

- 1.181 To contribute to the objective, the Office will:
- (a) Promote the achievement of the Sustainable Development Goals related to addressing all forms and drivers of violence against children and gender-based violence 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;
 - (b) Engage and support political, legislative, programmatic and monitoring processes at the global, regional, national and local levels to accelerate action to end violence; conduct country visits in close cooperation with United Nations resident coordinators and regional or country teams; provide technical and practical guidance to Member States; share context-specific promising practices; use social media and other communications tools to support its advocacy; and increase the attention given to violence against children in the United Nations system, including through leading the Inter-Agency Working Group on Violence against Children and participation in the core group developing a system-wide guidance note on the mainstreaming of child rights;
 - (c) Promote, as Chair of the United Nations task force on the global study on children deprived of liberty, the use of the detention of children only as a measure of last resort; work towards prevention, rehabilitation and community-based alternatives to deprivation of liberty; 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;
 - (d) Promote the role of children as agents of change through inclusive child participation in decision-making processes and the documentation and dissemination of child-led and peer-to-peer initiatives;
 - (e) Promote investment in integrated, cross-sectoral services for children and their caregivers (including child protection and welfare), child- and gender-sensitive justice, education and

digital learning, physical, mental and reproductive health services, family support and sustainable social protection, as part of the recovery from the pandemic and ongoing conflicts and humanitarian crises.

- 1.182 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include retaining a greater use of online means than before the pandemic to advocate with and support Member States and key stakeholders, as well as to follow up on in-person country missions, high-level national policy dialogues and other stakeholder consultations. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 1.183 The above-mentioned work is expected to result in:
- (a) Action to prevent and respond to violence against children mainstreamed into law, policy and practice, as well as into duly resourced national development plans;
 - (b) Sustained investment in cross-sectoral services for children and their caregivers to prevent and respond to violence against children and gender-based violence;
 - (c) Adoption and effective implementation of prevention measures, rehabilitation and community-based alternatives to the deprivation of liberty of children;
 - (d) More effective and systematic involvement of children in decision-making processes, including through an increase in safe and empowering pathways provided by States.
- 1.184 With regard to the external factors, the overall plan for 2023 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.
- 1.185 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to strengthen cooperation with intergovernmental regional and subregional bodies in Africa, the Americas and the Caribbean, Asia and the Pacific, Europe, and the Middle East and North Africa. The Office will pursue its strong collaboration with civil society and faith-based organizations, including through formal networks. 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 Member States and United Nations country teams, and a joint road map will be agreed upon and disseminated with all key stakeholders at the end of each visit to ensure effective follow-up.
- 1.186 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 members of the Inter-Agency Working Group on Violence against Children, the members of the United Nations task force on the global study on children deprived of liberty, 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 Envoy of the Secretary-General on Youth, the Department of Economic and Social Affairs and United Nations regional commissions, the United Nations resident coordinators and regional or country team

members, the United Nations Global Counter-Terrorism Coordination Compact, the Permanent Forum on Indigenous Issues, the Inter-Agency Coordination Group against Trafficking in Persons, the United Nations Network on Migration, the High-level Steering Group on preventing sexual exploitation and abuse, and the Working Group on the issue of human rights and transnational corporations and other business enterprises. The Special Representative also has a leading role in the governance of the Global Partnership to End Violence against Children.

- 1.187 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including by employing a gender perspective 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 will continue to constitute an integral part of the Office's work.
- 1.188 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. Children with disabilities are often institutionalized, and this puts many of these children at a heightened risk of becoming victims of violence. Promoting policies and strategies for alternative means of care and inclusion will continue to be at the core of the Office's advocacy.

Evaluation activities

- 1.189 The OIOS triennial review of the implementation of the recommendations from the programme evaluation of the offices of the Special Representatives of the Secretary-General for Children and Armed Conflict, on Sexual Violence in Conflict and on Violence against Children, completed in 2021, has guided the proposed programme plan for 2023.
- 1.190 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2023, including (a) enhancing communication strategies; (b) strengthening headquarters coordination task forces; (c) incorporating lessons-learned mechanisms into work programmes; (d) regular risk assessment and strategic planning in work programmes; and (e) enhancing coordination and cooperation between the three offices. In addition, the Office's internal evaluation framework and performance dashboard will track progress in incorporating a gender and a disability perspective into the Office's advocacy activities, communications, data collection and dissemination. The Office's forthcoming knowledge platform will strengthen the evidence-based advocacy of the mandate and will bring together information on trends in violence against children and promising practices that will facilitate regional, subregional and cross-regional cooperation.
- 1.191 An evaluation of the Office's programmatic activities, including midterm and end-of-year reviews of the Office's annual workplan in line with the internal evaluation framework, is planned for 2023.

Programme performance in 2021

Increased use of alternatives to child immigration-related deprivation of liberty

- 1.192 In her role as Chair of the United Nations task force on the global study on children deprived of liberty, the Special Representative steered the process of achieving a common position among United Nations entities on ending the immigration-related detention of children. In close collaboration with the task force, the United Nations Network on Migration, civil society partners and others, the Special Representative promoted the sharing of good practices and the implementation of alternatives to the detention of children for migration-related reasons over the course of 2021 through her country missions, high-level advocacy and technical support to Member States.
- 1.193 Progress towards the objective is presented in the performance measure below (see table 1.88).

Table 1.88

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	—	Alternatives to detention of children for migration-related reasons are in place in more than 60 countries

Impact of the pandemic

- 1.194 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of the mandate, in particular the postponement of planned country visits and other high-level in-person advocacy opportunities. The Office adapted its planned activities to support Member States through virtual advocacy activities, awareness-raising events, consultations and high-level policy dialogues at the global, regional and national levels with key stakeholders, including Governments, local authorities, United Nations entities, regional organizations, donors, financial institutions, civil society organizations, faith-based organizations, community and religious leaders and academic institutions, as well as young people and children themselves.

Planned results for 2023
Result 1: supporting the decade of action to end violence against children by 2030
Programme performance in 2021 and target for 2023

- 1.195 The programme's work contributed to the adoption by all Member States presenting voluntary national reviews of responses to violence against children and gender-based violence across the full range of social services provided to children and their caregivers, including child protection and welfare, child- and gender-sensitive justice, education and digital learning, physical, mental and reproductive health services, family support and sustainable social protection, which met the planned target.
- 1.196 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 1.89).

Table 1.89

Performance measure

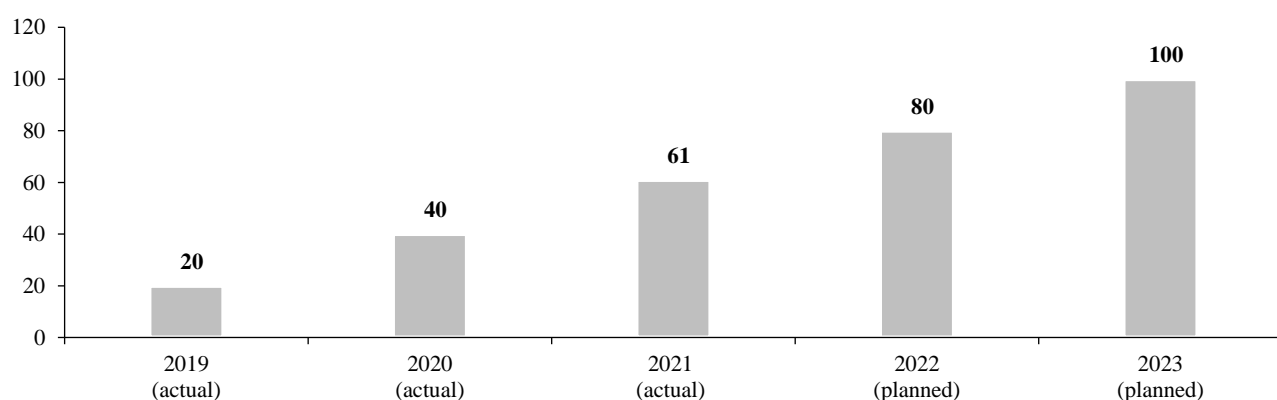
2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Governments are reporting on different forms of violence against children in the voluntary national reviews	Member States highlighting action to address violence against children and its drivers in their voluntary national reviews	Adoption by all Member States presenting voluntary national reviews of responses to violence against children and gender-based violence across the full range of social services provided to children and their caregivers	50 per cent of voluntary national reviews highlight duly resourced policies, legislation, strategies and other measures for preventing and responding to violence against children	70 per cent of voluntary national reviews highlight duly resourced policies, legislation, strategies and other measures for preventing and responding to violence against children

Result 2: children as part of the solution to achieve the Sustainable Development Goals**Programme performance in 2021 and target for 2023**

- 1.197 The programme's work contributed to 61 voluntary national reviews developed with meaningful input of children and highlighting the active participation of children in achieving the Sustainable Development Goals, which exceeded the planned target of 60.
- 1.198 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 1.XVII).

Figure 1.XVII

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)

**Result 3: sustained financing of cross-sectoral child protection and violence prevention services****Proposed programme plan for 2023**

- 1.199 Spending on integrated, cross-sectoral services for children and families, including child protection, health, mental health, education, justice and social protection, is a key investment for building inclusive, healthy, peaceful, just and resilient societies. It has a high economic return for Member States and is essential for human capital development. The Special Representative partnered with other stakeholders to gather evidence and promising examples of Member States that assessed the cost of violence against children and gender-based violence, as well as the returns from delivering integrated services for children and families.

Lessons learned and planned change

- 1.200 The lesson for the programme was that advocacy for investment in integrated, cross-sectoral services for children and their caregivers can be more effective when accompanied by evidence on the costs and returns of such investments. In applying the lesson, the Special Representative will support more States in undertaking such assessments, including through sharing evidence and promising examples of States that have already assessed the return on investing in integrated, cross-sectoral services for children and families and through facilitating peer learning among States in this field, with an emphasis on South-South cooperation.
- 1.201 Expected progress towards the objective is presented in the performance measure below (see table 1.90).

Table 1.90
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	—	—	Member States have access to promising practices and practical guidance for assessing the high return on investment in cross-sectoral child- and gender-sensitive protection and violence prevention services	10 countries have undertaken cost-benefit analyses of financing cross-sectoral child- and gender-sensitive protection and violence prevention services

Legislative mandates

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

General Assembly resolutions

62/141, 67/152, 69/157, 70/137, 72/245, 73/155, 76/147	Rights of the child	71/176, 75/166 75/185	Protecting children from bullying Human rights in the administration of justice
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Deliverables

1.203 Table 1.91 lists all deliverables of the programme.

Table 1.91
Office of the Special Representative of the Secretary-General on Violence against Children: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	2	2	2
1. Annual reports to the General Assembly	1	1	1	1
2. Annual reports to the Human Rights Council	—	1	1	1
Substantive services for meetings (number of three-hour meetings)	2	4	4	4
Meetings of:				
3. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. The Fifth Committee	1	1	1	1
5. The Third Committee	—	1	1	1
6. The Human Rights Council	—	1	1	1

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
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	–	–
Publications (number of publications)	4	4	5	4
8. Voluntary national reviews: analytical review	–	1	1	1
9. Children as agents of positive change: a mapping of children's initiatives	–	1	1	1
10. Practical guidance on justice for children	–	–	1	–
11. Publications on priority issues related to violence against children	4	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: high-level advocacy with Member States, regional organizations and other key stakeholders, including by undertaking country missions to at least 10 Member States across all regions; organization or co-organization of 10 high-level events to raise awareness, share promising practices and advocate for stronger action on ending violence against children; expert advice and tools on policy matters for Member States and other key stakeholders; and consultations with approximately 1,000 children.				
Databases and substantive digital materials: global interactive database of child participation initiatives to map children's initiatives across regions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: communication products and information materials for targeted audiences and goals to raise awareness of the work of the mandate, provide updated information on trends and topical issues and highlight progress achieved.				
External and media relations: at least five press conferences and five press releases, including opinion pieces and expert articles.				
Digital platforms and multimedia content: social media campaign to raise awareness and mobilize action on the protection of children from violence; multimedia material produced and uploaded in the six official United Nations languages on the Office's website; communication material uploaded daily on all four of the Office's social media accounts.				

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.204 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 1.92 to 1.94.

Table 1.92

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	1 943.9	1 752.5	—	—	—	—	—	1 752.5
Other staff costs	—	113.8	—	—	—	—	—	113.8
Hospitality	—	0.6	—	—	—	—	—	0.6
Consultants	248.6	138.6	—	—	—	—	—	138.6
Travel of staff	51.0	101.3	—	—	—	—	—	101.3
Contractual services	207.6	187.6	—	—	—	—	—	187.6
General operating expenses	35.1	26.1	—	—	—	—	—	26.1
Supplies and materials	0.6	4.8	—	—	—	—	—	4.8
Furniture and equipment	8.8	6.5	—	—	—	—	—	6.5
Total	2 495.7	2 331.8	—	—	—	—	—	2 331.8

Table 1.93

Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)
Proposed for 2023	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)

Table 1.94

Proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	3	—	—	—	—	3
P-3	3	—	—	—	—	3
Subtotal	8	—	—	—	—	8

Part I Overall policymaking, direction and coordination

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	1	–	–	–	–	1
Subtotal	2	–	–	–	–	2
Total	10	–	–	–	–	10

1.205 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.95 to 1.97 and figure 1.XVIII.

1.206 As reflected in tables 1.95 (1) and 1.96 (1), the overall resources proposed for 2023 amount to \$2,331,800 before recosting and reflect no change in the resource level compared with the appropriation for 2022.

Table 1.95

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	2 495.7	2 331.8	–	–	–	–	2 331.8
Subtotal, 1	2 495.7	2 331.8	–	–	–	–	2 331.8

(2) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change	2023 estimate
Programme of work	469.8	476.9	–	476.9
Subtotal, 2	469.8	476.9	–	476.9
Total	2 965.5	2 808.7	–	2 808.7

Table 1.96

Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	10	–	–	–	–	10
Subtotal, 1	10	–	–	–	–	10

Section 1 Overall policymaking, direction and coordination

(2) *Extrabudgetary*

<i>Component</i>	<i>2022 estimate</i>	<i>Change</i>	<i>2023 estimate</i>
Programme of work	1	–	1
Subtotal, 2	1	–	1
Total	11	–	11

Table 1.97

Evolution of financial and post resources

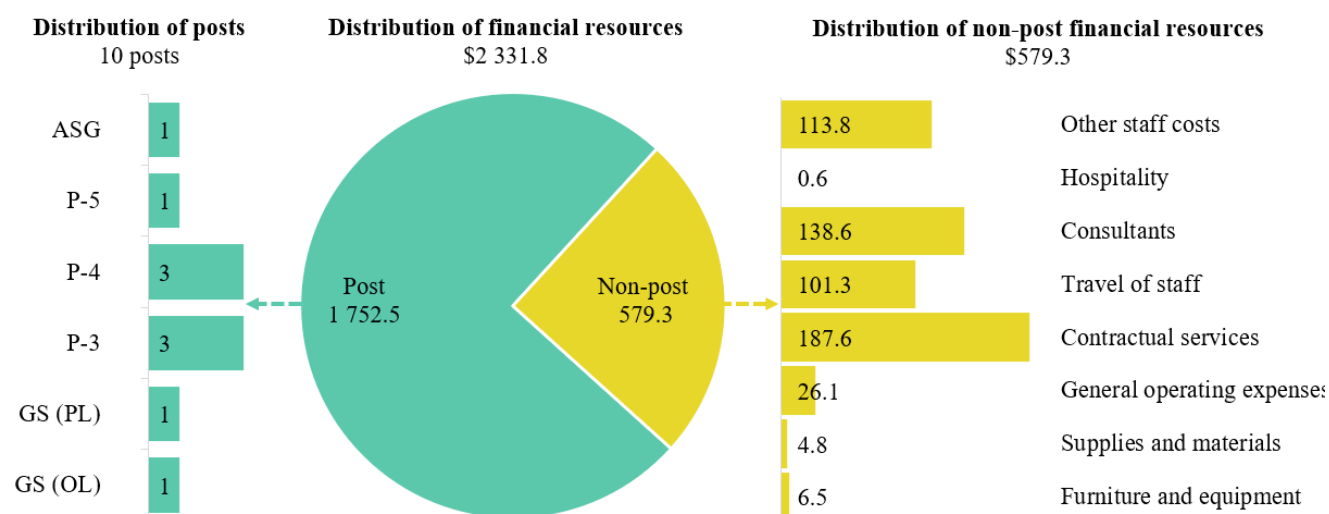
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 943.9	1 752.5	—	—	—	—	—	1 752.5
Non-post	551.7	579.3	—	—	—	—	—	579.3
Total	2 495.7	2 331.8	—	—	—	—	—	2 331.8
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		2	—	—	—	—	—	2
Total		10	—	—	—	—	—	10

Figure 1.XVIII

Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.207 As reflected in tables 1.95 (2) and 1.96 (2), the Office expects to continue to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2023, extrabudgetary resources are estimated at \$476,900 and would provide for one post (P-3), as presented in table 1.96 (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 17.0 per cent of the total resources for this section.
- 1.208 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.209 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.98. 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 1.98

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	20	80	83	100	100

VII. Office of the Victims' Rights Advocate

Foreword

Pursuant to the Secretary-General's strategy set out in his 2017 report entitled "Special measures on protection from sexual exploitation and abuse: a new approach" ([A/71/818](#)), the Victims' Rights Advocate will continue to institutionalize a victim-centred approach to United Nations system-wide efforts to prevent and respond to sexual exploitation and abuse. Supported by the Office, the Victims' Rights Advocate will intensify advocacy to introduce and implement policies and programmes to elevate the rights and dignity of victims, give them visibility, acknowledge the impact that sexual exploitation and abuse have on their lives and address the stigmatization and discrimination that they often face.

The Victims' Rights Advocate will continue to meet victims personally so that their views inform United Nations efforts; support them in accessing all possible assistance, including with respect to paternity claims, and rebuilding their lives; reiterate the importance of United Nations partnership with Member States, civil society and other stakeholders in entrenching a victims' rights approach to the prevention of and response to sexual exploitation and abuse; and ensure that they are respected, heard and listened to, that their cases are taken seriously and that the perpetrators are sanctioned.

The work of the Office is reflected on the ground by four Senior Victims' Rights Officers who are the main contact for all victims and seek to integrate a victim-centred, gender- and child-sensitive and non-discriminatory approach into all activities to support and assist them. The Victims' Rights Advocate champions the designation of other advocates or focal points in all peacekeeping, humanitarian and development contexts.

(Signed) Jane **Connors**
Victims' Rights Advocate

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 1.210 The mandate of the Victims' Rights Advocate was created as part of the 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 derives from the priorities established in General Assembly resolutions and/or decisions, including resolutions [62/214](#), [71/278](#), [71/297](#) and [75/321](#). The centrepiece of the strategy is to put the rights and dignity of victims at the centre of the work to prevent and respond to sexual exploitation and abuse across the United Nations system. The Victims' Rights Advocate has a system-wide role, with her advocacy and action extending to peacekeeping, humanitarian and development settings. At Headquarters, she is supported by the Office of the Victims' Rights Advocate. In the field, her mandate is operationalized through Senior Victims' Rights Officers in the Central African Republic, the Democratic Republic of the Congo, Haiti and South Sudan.

Programme of work

Objective

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

Strategy and external factors for 2023

- 1.212 To contribute to the objective, the Victims' Rights Advocate will:
- (a) Continue 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 of all parts of the United Nations system, and foster an integrated response with regard to the victims' rights to assistance, in line with the annex to General Assembly resolution [62/214](#);
 - (b) Continue to operationalize the imperative of placing the rights and dignity of victims at the centre on the ground, through a network of Senior Victims' Rights Officers and focal points for victims' rights, who serve as the main point of contact for all victims of sexual exploitation and abuse, and ensure that victims receive assistance and support, accompanying them through the investigation and consideration of their complaints and providing them with follow-up information, including on the progress of paternity/child support claims;
 - (c) Support Member States' implementation of the 2030 Agenda, in particular the achievement of Goal 5 in the public and private spheres, including in relation to trafficking and sexual and other types of exploitation, and Goal 16, which is intended, among other things, to end the abuse and exploitation of, trafficking in, all forms of violence against and torture of children;
 - (d) Continue to engage with United Nations actors across the system to develop policy and offer practical advice, including to embed a victim-centred approach in the provision of assistance

- to victims, and provide guidance to the Senior Victims' Rights Officers, the focal points for victims' rights and other actors in the field;
- (e) Provide guidance on the potential of the COVID-19 pandemic to heighten risks of sexual exploitation and abuse and have a negative impact on the delivery of assistance to victims so that they benefit from preventive actions and continue to receive timely services and support;
 - (f) Seek to strengthen complaints mechanisms and contribute to creating an environment that encourages victims to come forward, in order to counter COVID-19 and related constraints that have a negative effect on victims' capacity to report misconduct and access assistance and services.
- 1.213 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include the conduct of virtual meetings, where feasible, which would increase engagement with Member States, civil society and other stakeholders. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 1.214 The above-mentioned work is expected to result in:
- (a) Victims assisted in accordance with their individual needs;
 - (b) A deepened understanding of how to prioritize the rights and dignity of victims across the United Nations system, implementing partners and beyond;
 - (c) Creation and maintenance of an environment of trust between victims and the United Nations on the ground, encouraging them to come forward with complaints of misconduct, confident they will be respected and receive support, assistance and protection;
 - (d) Stronger system-wide collaboration on accountability processes, including the resolution of paternity/child support claims, and access to services for victims.
- 1.215 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
- (a) New cases of sexual abuse and exploitation perpetrated by United Nations and related personnel will become known to the Victims' Rights Advocate, the Office and the Senior Victims' Rights Officers;
 - (b) Cases reported earlier might not be resolved;
 - (c) Measures to prevent sexual exploitation and abuse integrate a system-wide victim-centred approach;
 - (d) Victims of sexual abuse and exploitation will require ongoing support and assistance to rebuild their lives;
 - (e) The urgency of establishing strong partnerships focusing on a victim-centred approach will be acknowledged more extensively outside the United Nations system.
- 1.216 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. 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 sustain its engagement with the Global Alliance of National Human Rights Institutions in advocacy, training and capacity for national actors and support for victims across States and national jurisdictions.

- 1.217 With regard to inter-agency coordination and liaison, the Office will continue to collaborate with the Inter-Agency Standing Committee and 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 work on ways to facilitate legal aid and assistance to victims. 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, aligning this work with that on sexual exploitation and abuse.
- 1.218 The Office will continue its cooperation with the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse. It will collaborate with the Department of Management Strategy, Policy and Compliance and the Office of Legal Affairs to facilitate 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 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. 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.
- 1.219 The Office integrates a gender perspective in its policy and operational activities, deliverables and results, as appropriate. 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 understands 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 may experience hurt, harm, fear, reprisals, abandonment, exclusion from their community and stigma. She urges that interventions and responses be conceptualized, designed and implemented to promote the empowerment of victims and their inclusion in all issues that concern them.
- 1.220 The Victims' Rights Advocate stresses the importance of tailoring responses, as each victim is different and may be affected by intersecting, interconnected and multiple forms of discrimination, including on the basis of race, sex, gender, sexual orientation, age, minority and/or migration status or disability, in line with the United Nations Disability Inclusion Strategy. The Senior Victims' Rights Officers will continue 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.

Evaluation activities

- 1.221 The following evaluations completed in 2021 have guided the proposed programme plan for 2023:
- (a) Results and lessons learned related to the survey to gather information on victims' services, capacities and approaches in the 13 countries included in the pilot mapping project, which was completed in May 2020 and updated in 2021, showed that some progress had been made, but significant gaps remain;
 - (b) OIOS evaluation of the prevention, response and victim support efforts against sexual exploitation and abuse by United Nations Secretariat staff and related personnel ([A/75/820](#)).
- 1.222 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2023. For example, in its 2021 report, OIOS recommended that the Office of the Victims' Rights Advocate develop, together with the Department of Management Strategy, Policy and Compliance, the Department of Peace Operations and missions, a procedure for

handling paternity claims, from reporting to outcome, including follow-up procedures for communicating with victims.

- 1.223 An evaluation of the work and impact of the Office since its establishment in January 2019 is planned for 2023.

Programme performance in 2021

Development of principles on advancing a common understanding of a victim-centred approach to sexual harassment within the United Nations

- 1.224 The Victims' Rights Advocate, with representatives of the World Bank, co-led a workstream of the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System aimed at supporting a coherent and victim-centred approach to sexual harassment, taking into account the current work environment, including increased remote and online working arrangements. This work resulted in a policy document entitled "Advancing a common understanding of a victim-centred approach to sexual harassment within the organizations of the United Nations system", which included general principles endorsed by the High-Level Committee on Management in July 2021. A survey to collect victims' experiences of approaching institutional mechanisms to address sexual harassment to assist entities in improving the implementation of a victim-centred approach was also developed.
- 1.225 Progress towards the objective is presented in the performance measure below (see table 1.99).

Table 1.99
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	—	The High-Level Committee on Management endorsed the core principles on advancing a common understanding of a victim-centred approach to sexual harassment within the United Nations

Impact of the pandemic

- 1.226 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of the mandate, in particular the ability to conduct in-person meetings with victims on the ground and advocating for them. Although the Office used virtual means to conduct meetings as necessary, this mode was not as effective as conducting in-person meetings with victims. Notwithstanding, a joint event co-hosted by the Victims' Rights Advocate and the Global Alliance of National Human Rights Institutions on strengthening the United Nations victim-centred response to sexual exploitation and abuse through partnerships with national human rights institutions, co-sponsored by several Member States, was undertaken. As restrictions eased, the Victims' Rights Advocate visited Kenya in late 2021. The Political Affairs Officer visited the Central African Republic in October 2021 as part of a multi-disciplinary team that assessed the factors that may have contributed to increased allegations of sexual exploitation and abuse.

Planned results for 2023

Result 1: enhancement of a system-wide victim-centred approach²

Programme performance in 2021 and target for 2023

- 1.227 The programme's work contributed to enhanced implementation of a system-wide victim-centred approach, including through the designation of victims' rights focal points in Guatemala and Nepal and the deployment of Senior Victims' Rights Officers in the Central African Republic, the Democratic Republic of Congo and South Sudan, which did not meet the planned target of the adoption of an overarching policy on the meaning of the victims' rights approach in respect of sexual exploitation and abuse and the formulation of its implementation guidelines. The target was not met as further system-wide discussion was required to secure acceptance of the draft.
- 1.228 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 1.100).

Table 1.100

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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 and abuse on the ground	Deployment of four dedicated Senior Victims' Rights Officers in the Central African Republic, the Democratic Republic of the Congo and South Sudan Two Victims' Rights Focal Points designated in Guatemala and Nepal	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	Expansion of the network of Senior Victims' Rights Officers and victims' rights focal points in peace, humanitarian and development settings

Result 2: victims know their rights and how to claim them

Programme performance in 2021 and target for 2023

- 1.229 The programmes's work contributed to raising victims' awareness of their rights and how to claim them, which did not meet the planned target of: (a) the endorsement of the victims' rights statement by the High-level Steering Group on preventing sexual exploitation and abuse; (b) guidelines for United Nations personnel to accompany the statement developed; and (c) methodology to seek feedback from victims about their experiences of receiving assistance and support developed. The targets were not met because consultations on the statement by the High-level Steering Group continued in 2021 with a view to finalization in 2022.
- 1.230 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 1.101).

² As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 1)).

Table 1.101
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (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	Increased awareness of victims of their rights and how they can claim	Increased awareness by victims of their rights and how to claim them Adoption by United Nations system actors of revised guidance and practices on the provision of assistance that incorporate in full victims' perspectives and priorities	Adoption by United Nations system of revised guidance and practices on the provision of assistance that incorporate victims' perspectives and priorities

Result 3: realizing victims' rights to accountability and remedies**Proposed programme plan for 2023**

- 1.231 Within her mandate, the Victim's Rights Advocate contributes to ensuring that victims receive the assistance that they need, including access to medical and legal services, and benefit from skills training that can help them to rebuild their lives. She facilitates the resolution of paternity/child claims related to United Nations personnel in order to realize the rights and dignity of the victims and children involved. These claims often involve several jurisdictions, requiring the Victims' Rights Advocate to work with Member States on ways to facilitate, within their competence, the pursuit of claims related to paternity and child support.
- 1.232 Paternity recognition and obligations for child support are pursuant to the national laws of the Member State of the nationality of the father and/or mother, whether through national courts or other judicial forums, in judgments, agreements or other legal decisions. The present role of the United Nations is limited to facilitating and supporting a process of individual accountability (for the purported father, normally) in accordance with the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (General Assembly resolution 62/214, annex) and national structures, laws and related institutions of the Member State. The Office has held consultations with the Office of Legal Affairs regarding the creation and maintenance of a roster of lawyers.

Lessons learned and planned change

- 1.233 The lesson for the Office was that victims of sexual exploitation and abuse by United Nations personnel continue to face obstacles in accessing legal support and receiving assistance on legal matters involving multiple jurisdictions, including in relation to paternity/child maintenance and support claims in the country of jurisdiction. In applying the lesson, the programme will establish and maintain a roster of lawyers and legal aid organizations able to offer pro bono legal assistance to victims of sexual exploitation and abuse by United Nations and related personnel in administrative, civil and/or criminal proceedings based on the methodology developed through system-wide consultations in 2021. The methodology will be implemented in 2022 and piloted in countries with Senior Victims' Rights Officers in 2023.

1.234 Expected progress towards the objective is presented in the performance measure below (see table 1.102).

Table 1.102
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	Technical consultation with UNICEF and OHCHR on legal aid for victims of sexual exploitation and abuse	Proposal of the Victims' Rights Advocate to create and maintain a roster of lawyers in consultation with the Office of Legal Affairs	Launch of the roster of pro bono lawyers and legal aid organizations to assist victims in countries where the United Nations operates	Victims in four countries with Senior Victims' Rights Officers benefit from legal support provided by lawyers and legal aid organizations included in the roster

Legislative mandates

1.235 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
		75/321	United Nations action on sexual exploitation and abuse
71/278	United Nations action on sexual exploitation and abuse		

Deliverables

1.236 Table 1.103 lists all deliverables of the programme.

Table 1.103
Office of the Victims' Rights Advocate: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	2	4	4	4
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	1	2	2	2
2. The Fifth Committee	1	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. Project on mapping victims' rights services and approaches available throughout the United Nations system	1	1	1	1

Section 1 Overall policymaking, direction and coordination

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
Seminars, workshops and training events (number of days)	3	1	3	3
4. Workshops on the mandate with international and regional organizations, regional and national human rights institutions and regional and national victims' rights advocates/commissioners	3	1	3	3
Publications (number of publications)	2	2	2	2
5. Annual report on the work of the Victims' Rights Advocate	2	2	1	2
6. Mapping of victims' rights services and approaches available across the United Nations	—	—	1	—
Technical materials (number of materials)	2	—	2	2
7. Concept notes on challenges to victims of sexual exploitation and abuse	2	—	2	2
C. Substantive deliverables				
<p>Consultation, advice and advocacy: briefings to Members States and webinars with universities and academic institutions.</p> <p>Sustained advocacy by the Victims' Rights Advocate, including through her attendance at the humanitarian coordinators' annual retreat, cooperation with humanitarian country teams and participation in the Inter-Agency Standing Committee external review of protection from sexual exploitation and abuse, strengthened prioritization of the rights and dignity of victims in humanitarian action.</p> <p>Regular engagement with resident coordinators, national and regional protection from sexual exploitation and abuse networks, including through Victims' Rights Advocate country visits.</p> <p>Databases and substantive digital materials: legal aid roster.</p>				
D. Communication deliverables				
<p>Outreach programmes, special events and information materials: awareness-raising and educational materials on victims' rights; collaboration with OHCHR, the International Organization for Migration and the CEB Task Force to begin development of a training module for United Nations staff, non-staff personnel system-wide and implementing partners.</p> <p>External and media relations: media interviews, opinion pieces, press releases and expert articles.</p> <p>Digital platforms and multimedia content: website and social media content on areas of work.</p>				

B. Proposed post and non-post resource requirements for 2023

Overview

1.237 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 1.104 to 1.106.

Table 1.104

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	721.3	793.0	—	—	—	—	—	793.0
Other staff costs	0.7	—	—	—	—	—	—	—
Travel of staff	38.6	42.8	—	—	—	—	—	42.8
Contractual services	8.1	8.8	—	—	—	—	—	8.8
General operating expenses	3.0	1.9	—	—	—	—	—	1.9
Supplies and materials	0.2	1.6	—	—	—	—	—	1.6
Furniture and equipment	1.0	—	—	—	—	—	—	—
Total	772.9	848.1	—	—	—	—	—	848.1

Table 1.105

Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)
Proposed for 2023	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)

Table 1.106

Proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 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

Section 1 Overall policymaking, direction and coordination

- 1.238 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.107 to 1.109 and figure 1.XIX.
- 1.239 As reflected in tables 1.107 (1) and 1.108, the overall resources proposed for 2023 amount to \$848,100 before recosting and reflect no change in the resource level compared with the appropriation for 2022.

Table 1.107

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Programme of work	772.9	848.1	–	–	–	–	–	848.1
Subtotal, 1	772.9	848.1	–	–	–	–	–	848.1

(2) *Extrabudgetary*

Component	2021 expenditure	2022 estimate			Change	Percentage	2023 estimate
Programme of work	65.2	536.0			(57.5)	(10.7)	478.5
Subtotal, 2	65.2	536.0			(57.5)	(10.7)	478.5
Total	838.1	1 384.1			(57.5)	(4.2)	1 326.6

Table 1.108

Proposed posts for 2023 by source of funding and component

(Number of posts)

Regular budget

Component	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	4	–	–	–	–	4
Total	4	–	–	–	–	4

Table 1.109

Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

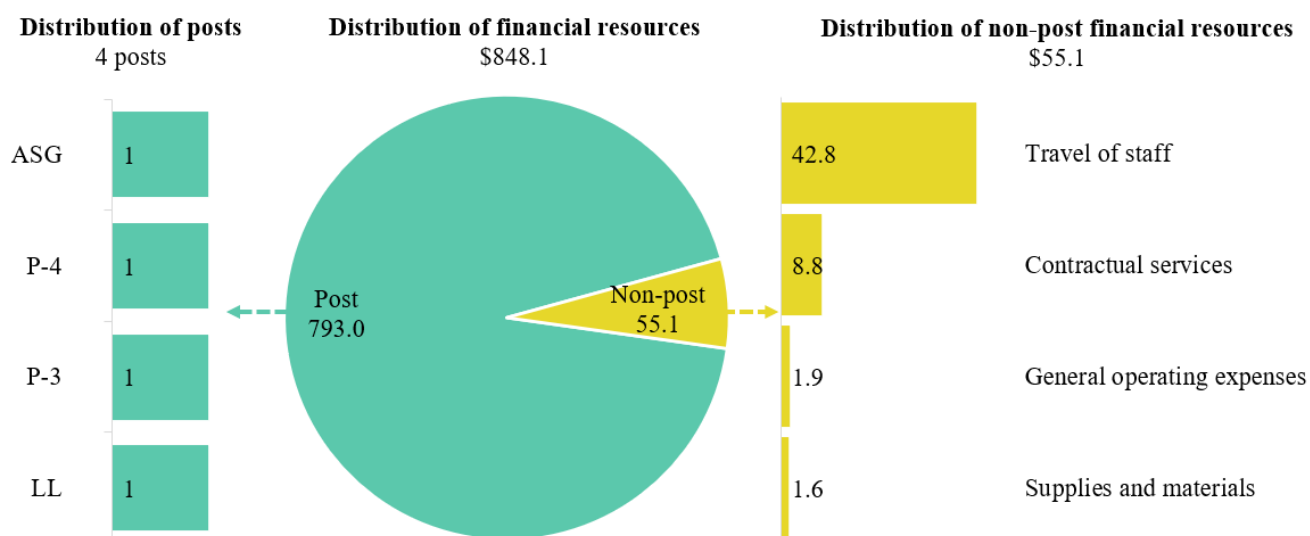
	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	721.3	793.0	—	—	—	—	—	793.0
Non-post	51.6	55.1	—	—	—	—	—	55.1
Total	772.9	848.1	—	—	—	—	—	848.1

Part I Overall policymaking, direction and coordination

	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 1.XIX
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.240 As reflected in table 1.107 (2), the Office expects to continue to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2023, extrabudgetary resources are estimated at \$478,500 and 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. The decrease of \$57,500 mainly reflects the completion of some projects in 2022. Extrabudgetary resources represent 36.1 per cent of the total resources for this section.
- 1.241 Information on compliance with the advance booking for air travel is reflected in table 1.110. 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 1.110
Compliance rate
(Percentage)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Air tickets purchased at least 2 weeks before the commencement of travel	27	100	67	100	100

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

Foreword

The Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse has worked intensively over five years to raise awareness, identify risks, develop tools and institutionalize processes system-wide to prevent and effectively respond to instances of sexual exploitation and abuse. Although significant progress has been made, given the large scale of United Nations humanitarian, peace and other operations globally and the structural vulnerability linked to economic and social disparities exacerbated by the multifaceted impacts of the COVID-19 pandemic, it is foreseeable that United Nations personnel may be in circumstances in which there is a heightened risk of such misconduct because of their close interaction with those in vulnerable situations. The continuation of the work of the Office is required to further embed this progress, reinforce the lessons learned to date and address challenges collectively within the United Nations system.

Leaders set the tone for acceptable behaviour and are responsible for the transmission of unambiguous messages, in words and action, that sexual exploitation and abuse will not be tolerated and that perpetrators will be held to account. Initiatives and policies alone, without unambiguous leadership at every level and in every context, in particular in environments in which the United Nations is mandated to protect, aid and serve, will be insufficient. Leaders must emphasize our common responsibility to report and act against sexual misconduct, including through embedded responsibility in performance agreements and management evaluation.

The high turnover of personnel, in particular in field leadership positions, demands that awareness of policies on sexual misconduct be reinforced constantly. The Special Coordinator, in consultation with the heads of United Nations entities, will examine how routine visits to United Nations operational presences can sustain awareness of the standards of conduct and identify how the United Nations system can bolster leadership and provide other support.

In the face of persistent and widespread sexual exploitation and abuse, we must persevere in our efforts to address these wrongs. The Secretary-General intends to bolster prevention of these acts through a more proactive approach, including through the appointment of a full-time dedicated Under-Secretary-General to carry out the role of Special Coordinator to ensure dedicated support to the United Nations system-wide and to explore the integration of protection from sexual exploitation and abuse as a requirement in all United Nations activities and programmes.

(Signed) Jane Holl **Lute**
Special Coordinator

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 1.242 The Office was established in February 2016, when the Secretary-General appointed the Special Coordinator to work across the United Nations system's offices, departments and agencies to strengthen the United Nations response to sexual exploitation and abuse, wherever it might occur, from Headquarters locations to the most remote field bases. The General Assembly, in its resolution [70/286](#), and the Security Council, by in resolution [2272 \(2016\)](#), welcomed the appointment of the Special Coordinator and the Secretary-General's continued efforts to implement and reinforce the United Nations zero tolerance policy on sexual exploitation and abuse, in particular to strengthen the Organization's prevention, reporting, enforcement and remedial action in order to promote greater accountability. In its resolution [71/278](#), the Assembly welcomed the continued efforts of the Secretary-General to combat sexual exploitation and abuse, including the appointment of a Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse and the establishment of a high-level task force to develop, as a matter of urgency, a clear, game-changing strategy to achieve visible and measurable improvements in the Organization's approach to preventing and responding to sexual exploitation and abuse. The Assembly also expressed its support to the Secretary-General, the Office and all relevant departments in their efforts to implement the zero-tolerance policy, in particular to strengthen the Organization's prevention, reporting, enforcement and remedial action in order to promote greater accountability, and in that regard requested the Secretary-General to continue to work in close consultation with Member States for the effective implementation of the policy.
- 1.243 The Special Coordinator drives and oversees the United Nations response to sexual exploitation and abuse efforts across the United Nations system to align approaches and enhance coordination, cooperation and coherence system-wide through the development of aligned mechanisms and procedures, standardized protocols and tools.

Programme of work

Objective

- 1.244 The objective, to which this programme contributes, is to strengthen the United Nations response to sexual exploitation and abuse and ensure sustained high-level attention to the prevention of and response to sexual exploitation and abuse through a victim-centred lens.

Strategy and external factors for 2023

- 1.245 To contribute to the objective, the Office will:
- (a) Coordinate with United Nations entities, departments and offices to ensure aligned strategies to prevent and respond to sexual exploitation and abuse by developing initiatives to mitigate the risks of sexual exploitation and abuse across the three pillars (peace, development and humanitarian) of the United Nations system;
 - (b) Promote the implementation of the Secretary-General's strategy to combat sexual exploitation and abuse across the system's 30 affiliated funds, programmes and specialized agencies and act as the secretariat of the Secretary-General's institutionalized standing bodies for protection against sexual exploitation and abuse, such as the High-Level Steering Group on preventing

- sexual exploitation and abuse, which oversees the implementation of the Secretary-General's strategy;
- (c) Review and address the policy and operational gaps in the United Nations handling of sexual exploitation and abuse by all categories of United Nations personnel, both uniformed and civilian, and by non-United Nations actors;
 - (d) Consult with international, regional and subregional organizations, Member States, United Nations independent human rights experts, civil society organizations, national human rights institutions, academic institutions and think tanks, as appropriate, to ensure that policies and operational efforts across the United Nations system reflect best practice;
 - (e) Coordinate the Secretary-General's public reporting mechanism for allegations of sexual exploitation and abuse;
 - (f) Support an effective system-wide communications strategy to ensure a coordinated public message with respect to the United Nations response to sexual exploitation and abuse;
 - (g) Work closely with leadership across the United Nations system to provide strategic support and guidance to help in designing comprehensive strategies to combat sexual exploitation and abuse and strengthen joint United Nations programming on prevention initiatives.
- 1.246 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include the continued use of virtual and/or hybrid platforms to conduct meetings and advocacy to prevent and address sexual exploitation and abuse. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 1.247 The above-mentioned work is expected to result in:
- (a) Development and implementation of system-wide policies and initiatives to prevent and respond to sexual exploitation and abuse in a cohesive and coordinated manner;
 - (b) Aligned awareness and understanding among United Nations personnel of standards of conduct and the purpose of mission of the United Nations to advance cultural change and address the underpinnings of sexual exploitation and abuse, including gender imbalances and the abuse of authority due to power differentials;
 - (c) Improved ability of United Nations personnel to adapt and innovate, including through the use of technology, to strengthen the prevention of and response to sexual exploitation and abuse.
- 1.248 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
- (a) Measures to prevent sexual exploitation and abuse are to be aligned across the United Nations system;
 - (b) Staff at all levels prioritize the eradication of sexual exploitation and abuse within United Nations operations;
 - (c) The need for collective independent investigation capacity in high-risk contexts is recognized and appropriate organizational structures are put in place to respond.
- 1.249 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to strengthen cooperation with regional and other international organizations and civil society to align minimum standards on protection from and the response to sexual exploitation and abuse. In addition, the Office will work towards strengthening the leadership and organizational culture of gender equality and intolerance of sexual misconduct, create a global

framework for cooperation with Member States on prevention and enhance engagement with and support to communities, especially women's groups and grass-roots actors.

- 1.250 With regard to inter-agency coordination and liaison, the Office will continue to work with agencies, funds and programmes, including the Inter-Agency Standing Committee and its Champion on protection from sexual exploitation and abuse and sexual harassment, to ensure alignment with relevant mandates and a coherent and consistent response. The Office will continue its close cooperation with the Office of the Victims' Rights Advocate, the Department of Management Strategy, Policy and Compliance and other relevant entities within the United Nations system to align messages relating to the prevention of and response to sexual exploitation and abuse when communicating externally. Furthermore, the Office will work closely with the Development Coordination Office and resident coordinators on their roles and responsibilities in line with the management and accountability framework of the United Nations development system and resident coordinator system. The Office continues to serve as the secretariat of the Secretary-General's circle of leadership on the prevention of and response to sexual exploitation and abuse in United Nations operations, which is made up of global leaders who actively support combating sexual exploitation and abuse. Informal expert meetings with Heads of State or Government and members of the circle of leadership to ensure political momentum of the Secretary-General's strategy to prevent sexual exploitation and abuse will be held.
- 1.251 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, gender imbalances with associated power asymmetries lead to systematic unwelcomed sexual behaviour. The Special Coordinator recognizes that the majority of victims of sexual exploitation and abuse are women and girls and that most perpetrators are men. The Special Coordinator 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.

Evaluation activities

- 1.252 The OIOS evaluation of the prevention, response and victim support efforts against sexual exploitation and abuse by United Nations Secretariat staff and related personnel ([A/75/820](#)), completed in 2021, has guided the proposed programme plan for 2023.
- 1.253 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2023. For example, OIOS emphasized the importance of an accountability framework and institutional mechanisms to ensure continuous engagement and cohesion across the United Nations system, as well as the importance of capacity-building necessary for the efficient use of the sexual exploitation and abuse risk management toolkit, especially for entities with field operations.

Programme performance in 2021

A strengthened and cohesive system-wide approach to the prevention of and response to sexual exploitation and abuse at both the strategic and operational levels

- 1.254 The Office continued to drive a strengthened and cohesive system-wide approach to the prevention of and response to sexual exploitation and abuse at both the strategic and operational levels, ensuring awareness of the prohibitions of such behaviour and advocating for constant vigilance among all United Nations personnel. Working with relevant entities, the Office compiled and analysed available system-wide data to address the policy and operational gaps in the United Nations handling of sexual exploitation and abuse. The Office supported the Secretary-General in guiding and assisting the integrated work of the High-Level Steering Committee on sexual exploitation and abuse, in particular through the development and implementation of policies on integrated coordination, covering the prevention of sexual exploitation and abuse, the response to allegations and timely and appropriate follow-up strategies, including assistance for victims. The Office engaged

Section 1 Overall policymaking, direction and coordination

actively and regularly with United Nations personnel in field locations to assist with efforts to prevent and address sexual exploitation and abuse.

- 1.255 Progress towards the objective is presented in the performance measure below (see table 1.111).

Table 1.111

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	—	Increased awareness and understanding among United Nations personnel of the standards of conduct and the purpose of mission of the United Nations in order to advance cultural change and address the underpinnings of sexual exploitation and abuse, including gender imbalances and abuse of authority due to power differentials
		191 strategic and operational plans by heads of United Nations entities and United Nations country teams included policies and standards of conduct on the prevention of sexual exploitation and abuse

Impact of the pandemic

- 1.256 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular the ability of staff of the Office to travel to field locations and the conduct of in-person meetings. The Office resorted to the use of virtual platforms to conduct advocacy, coordination and training sessions when travel was not possible.

Planned results for 2023**Result 1: risks of sexual exploitation and abuse across the pillars of the United Nations system (peace, development and humanitarian) mitigated and managed****Proposed programme plan for 2023**

- 1.257 Despite clear gains over the past five years to strengthen measures for protection from sexual exploitation and abuse, allegations implicating United Nations personnel regrettably continue to emerge. In 2021, allegations relating to United Nations peacekeeping personnel in the Central African Republic led to the repatriation of a military contingent. An independent commission established by the World Health Organization reported on cases concerning personnel responding to the tenth Ebola virus epidemic in the Democratic Republic of the Congo. Those reports demonstrate that much remains to be done and efforts must be strengthened, given the large scale of United Nations humanitarian, peace and other operations globally.
- 1.258 The United Nations is a system comprising more than 30 affiliated programmes, funds and specialized agencies with their own membership, leadership and budgets and is not “self-coordinating”. It requires an embedded mechanism to identify areas for greater collaboration and the implementation of aligned and coordinated approaches on preventing sexual exploitation and abuse.

Lessons learned and planned change

- 1.259 The lesson for the Office was that the high turnover of personnel in operational settings, including leadership positions, demands constant reinforcement of policies and initiatives to ensure cohesive implementation. In applying the lesson, the Office will examine how routine visits to United Nations operational presences can sustain awareness of the standards of conduct and identify how the United Nations system can bolster leadership and provide other support. Recognizing the heightened risks of sexual exploitation and abuse in operational settings, the Office will support the development of risk management frameworks and an impact statement on the prevention of sexual exploitation and abuse for all newly considered United Nations field-based activities, to ensure that foreseeable risks are identified and planned for.
- 1.260 Sexual exploitation and abuse are an ever-present risk in the context of United Nations operations. Understanding and analysing trends and patterns of such behaviour and the associated risks of its occurrence will enable the United Nations to put in place measures to mitigate those risks. The Office will increase its efforts to find intersectoral approaches to risk management and will invest in additional efforts to promote the implementation of aligned and coordinated approaches across the system's more than 30 affiliated programmes, funds and specialized agencies, and will strengthen its engagement with the Inter-Agency Standing Committee, United Nations entities and external partners to identify areas for greater collaboration.
- 1.261 Expected progress towards the objective is presented in the performance measure below (see table 1.112).

Table 1.112
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	—	—	An impact statement on the prevention of sexual exploitation and abuse is developed for use in all United Nations field-based activities, to ensure that foreseeable risks are identified and planned for	Strengthened leadership capacity of senior and middle-level commanders to manage risks related to sexual exploitation and abuse, foster effective conduct and discipline and the prevention of response to misconduct

Legislative mandates

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

General Assembly resolutions

59/300	Comprehensive review of a strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations	61/267 B	Comprehensive review of a strategy to eliminate future sexual exploitation and abuse in United Nations
		62/63	Criminal accountability of United Nations officials and experts on mission

Section 1	Overall policymaking, direction and coordination		
62/214	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel	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
<i>Security Council resolutions</i>			
2272 (2016)	Sexual exploitation and abuse	2436 (2018)	United Nations peacekeeping performance

Deliverables

1.263 Table 1.113 lists all deliverables of the programme.

Table 1.113

Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	
1. Report of the Secretary-General on special measures for protection from sexual exploitation and abuse	1	1	1	
Substantive services for meetings (number of three-hour meetings)	—	4	4	
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	—	2	2	
3. The Fifth Committee	—	2	2	
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	—	5	5	
4. Training events with international and regional organizations and regional and national coordinators for protection from sexual exploitation and abuse	—	5	5	
Technical materials (number of materials)	—	—	1	
5. Manual on protection against sexual exploitation and abuse	—	—	1	
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to Members States; webinars with universities and academic institutions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: awareness-raising, training and educational materials, including system-wide fact sheet on the Secretary-General's initiatives to prevent and respond to sexual exploitation and abuse; outreach initiatives.				
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.				
E. Enabling deliverables: Bimonthly sexual exploitation and abuse working group meetings that include approximately 30 entities/departments/offices within the United Nations system; annual system-wide survey on facts and perceptions of United Nations personnel (civilian, police and military) to gain information on their awareness of the standards of conduct and behaviour to prevent and respond to sexual exploitation and abuse.				

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.264 The proposed regular budget resources for 2023, 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	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	—	—	—	—	836.1	836.1	—	836.1
Travel of staff	—	—	—	—	77.3	77.3	—	77.3
Contractual services	—	—	—	—	13.3	13.3	—	13.3
General operating expenses	—	—	—	—	4.0	4.0	—	4.0
Supplies and materials	—	—	—	—	1.2	1.2	—	1.2
Furniture and equipment	—	—	—	—	5.0	5.0	—	5.0
Total	—	—	—	—	936.9	936.9	—	936.9

Table 1.115

Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	—	
Conversion	4	Conversion of 1 USG, 1 P-5, 1 P-4 and 1 GS (OL)
Proposed for 2023	4	1 USG, 1 P-5, 1 P-4, 1 GS (OL)

Table 1.116

Proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes			Total	2023 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	—	—	—	1	1	1
P-5	—	—	—	1	1	1
P-4	—	—	—	1	1	1
Subtotal	—	—	—	3	3	3
General Service and related						
GS (OL)	—	—	—	1	1	1
Subtotal	—	—	—	1	1	1
Total	—	—	—	4	4	4

Section 1 Overall policymaking, direction and coordination

- 1.265 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.117 to 1.119 and figure 1.XX.
- 1.266 As reflected in table 1.117 (1), the overall resources proposed for 2023 amount to \$936,900 before recosting and reflect an increase of \$936,900 compared with 2022. Resource changes result from other changes.

Table 1.117

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes					2023estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Programme of work	—	—	—	—	936.9	936.9	—	936.9
Subtotal, 1	—	—	—	—	936.9	936.9	—	936.9

(2) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change		Percentage	2023 estimate
Programme of work	851.9	1 327.4	(1 050.0)	(79.1)		277.4
Subtotal, 2	851.9	1 327.4	(1 050.0)	(79.1)		277.4
Total	851.9	1 327.4	(113.1)	(8.5)		1 214.3

Table 1.118

Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	–	–	–	4	4	4
Total	–	–	–	4	4	4

(2) *Extrabudgetary*

Component	2022 estimate	Change	2023 estimate
Programme of work	4	(4)	–
Subtotal, 2	4	(4)	–
Total	4	–	4

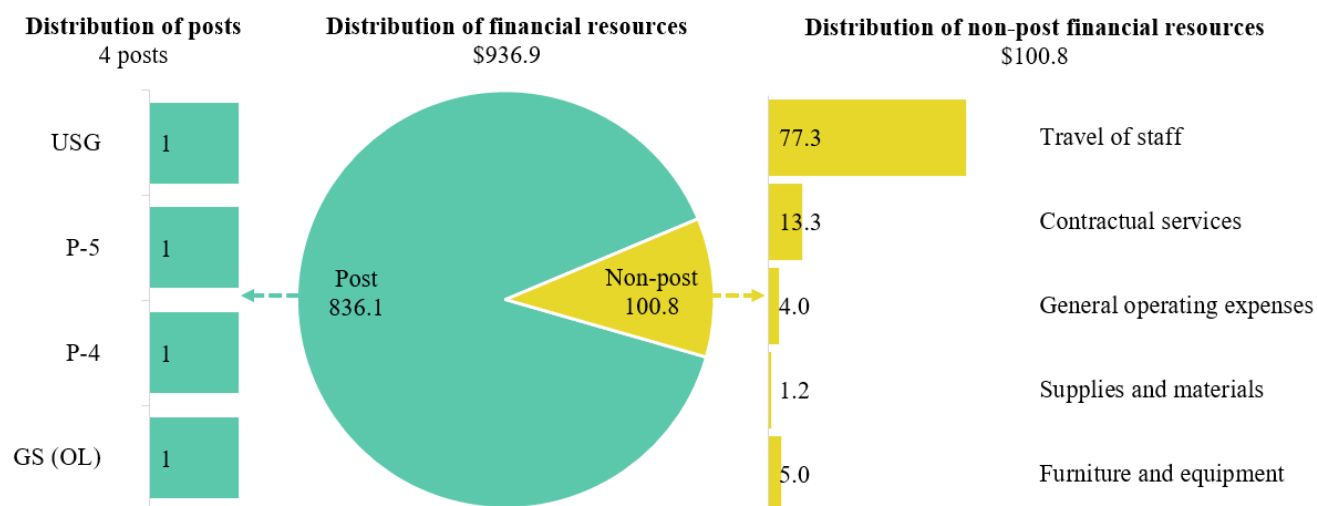
Table 1.119
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	—	—	—	836.1	836.1	—	836.1
Non-post	—	—	—	—	100.8	100.8	—	100.1
Total	—	—	—	—	936.9	936.9	—	936.9
Post resources by category								
Professional and higher			—	—	3	3	—	3
General Service and related			—	—	1	1	—	1
Total			—	—	4	4	—	4

Figure 1.XX
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.267 As reflected in tables 1.117 (1) and 1.118 (1), the resource changes reflect an increase of \$936,900 owing to the proposed conversion of four posts (1 Under-Secretary-General, 1 P-5, 1 P-4 and 1 General Service (Other level)) and respective non-post resources for the Office that were previously funded from extrabudgetary resources (see annex III). The proposed conversion follows a review of the current funding arrangements, including the anticipated decline in extrabudgetary resources and the need to ensure sustained funding to support the Office and the important role played by the Special Coordinator in improving the United Nations response to sexual exploitation and abuse.

Extrabudgetary resources

- 1.268 As reflected in table 1.117 and 1.118 (2), the Office expects to continue to receive extrabudgetary contributions that would complement regular budget resources and support the delivery of its mandates. For 2023, extrabudgetary resources are estimated at \$277,400 and would be used to support the Office in carrying out various activities, including the development of a manual on protection against sexual exploitation and abuse, to cover official travel of staff, namely to the field, and provide for contractual services and general operating costs for gratis personnel. The decrease of \$1,050,000 compared with 2022 estimates mainly reflects the proposed transfer of the four posts funded from extrabudgetary resources to the regular budget. Extrabudgetary resources represent 22.8 per cent of the total resources for this section.
- 1.269 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.270 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.120. The Office will strive to continue to improve the planning of its travel in order to maintain 100 per cent compliance with the advance booking of air travel policy.

Table 1.120
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	—	—	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	—	—	100	100	100

IX. 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, environment and health, global finance and sustainable development to human rights and humanitarian assistance. Staff members of the Organization find themselves increasingly exposed to hardship, security risks and physical and psychological health risks as they adapt to changes in their work environment. In such a challenging and diverse workplace, many situations arise in which real or perceived differences in views, behaviours or communication can easily result in conflict.

The United Nations Ombudsman will continue 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.

On the basis of the principles of informality, independence, neutrality and confidentiality, the Office addresses conflicts in meaningful ways: discussion of options, shuttle diplomacy, facilitating dialogue, conflict coaching and mediation. The Office will continue to make available confidential services of impartial and independent persons to address work-related issues by providing 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 continue to adjust to new ways of working. We stand ready to help staff and the Organization to stay effective and productive.

For 2023, the Office will continue to respond to all requests for informal conflict resolution in a timely manner, through various avenues maximizing the use of resources and finding innovative ways to serve United Nations staff around the globe.

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

A. Proposed programme plan for 2023 and programme performance for 2021

Overall orientation

Mandates and background

- 1.271 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.
- 1.272 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

- 1.273 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 and external factors for 2023

- 1.274 To contribute to the objective, the Office will:
- (a) 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;
 - (b) Provide greater access to conflict resolution services to personnel, irrespective of location, including through the provision of services in all six official languages of the United Nations, ensuring access for all staff members to the informal pillar of the administration of justice;
 - (c) Deliver Dignity through Civility workshops in support of the civility initiative of the Secretary-General;
 - (d) Promote and facilitate dialogue among staff, in support of the Secretary-General's initiative against racism in the workplace and the implementation of the strategic action plan of the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations.
- 1.275 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the Office owing to the COVID-19 pandemic. Examples of lessons learned and best practices include the continued use of virtual or hybrid modalities as needed in addition to in-person meetings. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.

- 1.276 The above-mentioned work is expected to result in:
- (a) A more harmonious work environment for United Nations personnel;
 - (b) More productive and more effective functioning of the Organization;
 - (c) Improved understanding by staff and managers of the importance of resilience and flexibility in promoting a harmonious workplace.
- 1.277 With regard to the external factors, the overall plan for 2023 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.
- 1.278 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.
- 1.279 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.
- 1.280 In line with the United Nations Disability Inclusion Strategy, the Office will work on ensuring that it takes into account the needs of persons with disabilities, facilitating their full and effective participation in the activities of the Office whenever applicable. The Office will work on increasing the accessibility of its services, in particular ensuring that the relevant content, such as information conveyed through its online platforms, is available to persons with disabilities.

Evaluation activities

- 1.281 The evaluation of client satisfaction, completed in 2021, has guided the proposed programme plan for 2023.
- 1.282 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2023. For example, the Office will continue to offer skill-building activities related to dignity for all with civility cafés and civility, communication and community (C3) workshops to promote harmonious work environments in line with the Secretary-General's initiative against racism in the workplace and the work of the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations.
- 1.283 An evaluation on client satisfaction is planned for 2023.

Programme performance in 2021

Increased informal conflict resolution through virtual means

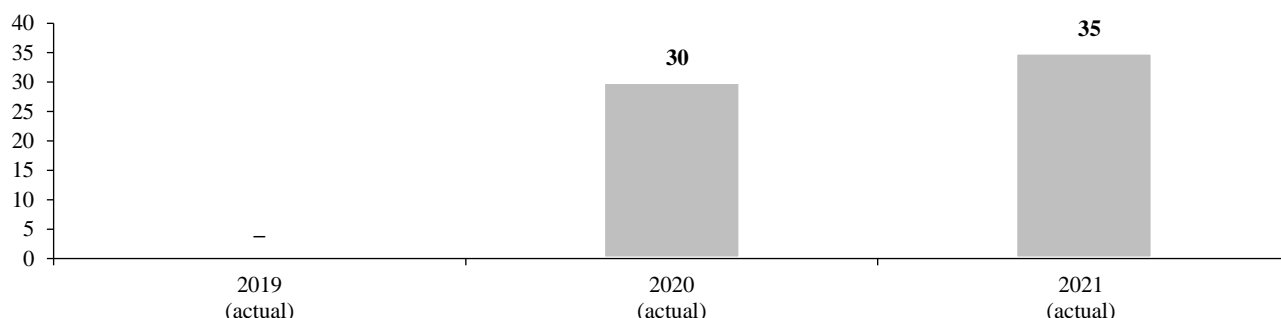
- 1.284 The continuation of the pandemic into 2021 made it difficult to re-establish the on-site (in-person) mediation activities of the Office. In response, the Office held most of its activities, including

discussions with parties, mediation sessions and mission visits, through virtual platforms. This solution ensured that staff members had the opportunity to receive informal conflict resolution services when in-person activities could not be delivered owing to the COVID-19 pandemic.

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

Figure 1.XXI

Performance measure: number of virtual mediation activities conducted



Impact of the pandemic

1.286 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular through the cancellation of in-person conflict resolution services. When travel could not take place, in-person meetings had to be cancelled. This resulted in an increase in the use of virtual platforms to handle individual cases. However, some staff were reluctant to use the platform to discuss their concerns. The use of virtual means was effective to an extent, but their utility is limited owing to the sensitive and confidential nature of conflict resolution. In addition, virtual platforms presented technical difficulties for implementation in some regions with lower Internet coverage.

Planned results for 2023

Result 1: improved access to mediation services

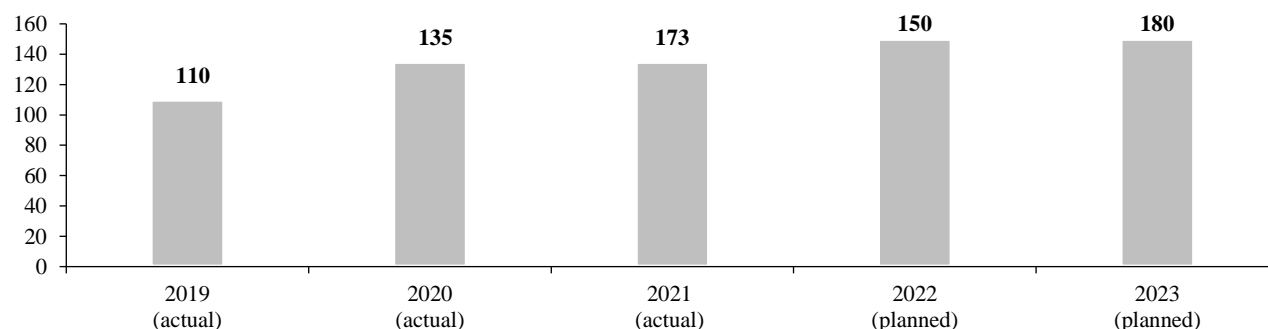
Programme performance in 2021 and target for 2023

1.287 The programme's work contributed to improved access to mediation services, which met the planned target of 135 mediations done through a decentralization of services.

1.288 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 1.XXII).

Figure 1.XXII

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



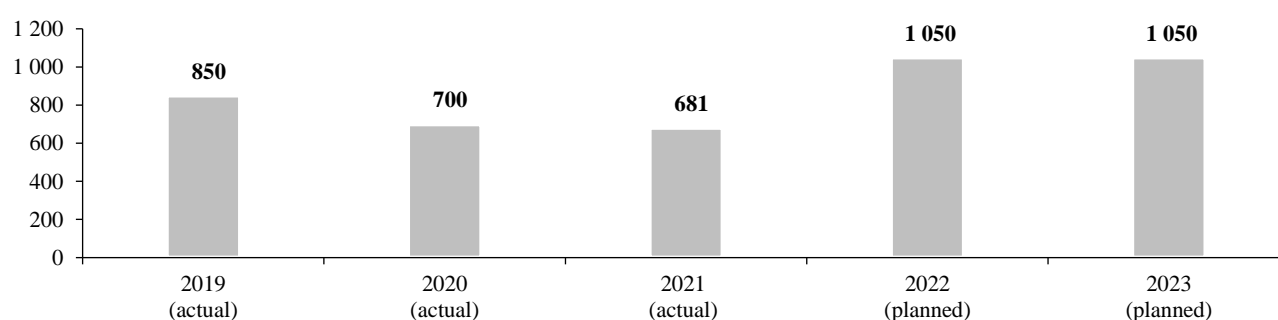
Result 2: increased access of services to field-based staff

Programme performance in 2021 and target for 2023

- 1.289 The programme's work contributed to increased access to services for field-based staff, which resulted in 681 informal conflict resolution cases in field missions, which did not meet the planned target of 1,000. The target was not met owing to the continuation of the pandemic, which restricted travel and in-person meetings in the field. Furthermore, limited access to virtual platforms in some areas restricted the option of conducting virtual informal conflict resolution meetings.
- 1.290 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 1.XXIII).

Figure 1.XXIII

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



Result 3: increased awareness and skill sets to promote dignity through civility in the workplace

Proposed programme plan for 2023

- 1.291 About 40 per cent of the workplace conflicts brought to the attention of the Office have an underlying behaviour relating to a lack of civility in areas such as lack of respect and poor treatment, issues of communication, a toxic team climate and low morale. The Office contributed to the roll-out of two initiatives, Dignity through Civility and Addressing Racism and Promoting Dignity for All, complemented by a global website, training and communication activities aimed at helping to increase awareness among staff.

Lessons learned and planned change

- 1.292 The lesson for the Office was that, as a neutral facilitator, it can add value to the Secretary-General's special initiative on addressing racism, complementing the initiative on civility. In applying the lesson, the programme will support the implementation of the strategic action plan of the Secretary-General on addressing racism and promoting dignity for all in the United Nations by increasing the awareness of staff to uphold the principle of dignity, while also expanding the outreach of the Dignity through Civility initiative. In particular, the Office will increase its offerings of civility café activities and C3 workshops.
- 1.293 Expected progress towards the objective is presented in the performance measure below (see table 1.121).

Table 1.121
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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	Expansion of dignity through civility initiatives, by continuing to raise awareness and build skills that promote dignity

Legislative mandates

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

General Assembly resolutions

55/258	Human resources management	62/228; 73/276;	Administration of justice at the United Nations
56/253	Questions relating to the proposed programme budget for the biennium 2002–2003	74/258; 75/248; 76/242	
65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations		

Deliverables

1.295 Table 1.122 lists all deliverables of the programme.

Table 1.122
Office of the United Nations Ombudsman and Mediation Services: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 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
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
3. The Fifth Committee	3	3	3	3
4. The Sixth Committee	1	1	1	1

Section 1 Overall policymaking, direction and coordination

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
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E. Enabling deliverables

Capacity-building of staff through the Dignity through Civility workshops and Addressing Racism and Promoting Dignity for All.

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 an improvement in workplace conditions; awareness-raising and conflict competence-building activities, including information sessions, thematic and interactive panel discussions and workshops; and maintenance of a website in all United Nations official languages and the distribution of printed resource materials on conflict resolution.

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.296 The proposed regular budget resources for 2023, 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	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	3 609.9	3 580.9	—	—	—	—	—	3 580.9
Other staff costs	21.2	109.0	—	—	—	—	—	109.0
Consultants	31.2	32.2	—	—	—	—	—	32.2
Travel of staff	10.1	49.7	—	—	—	—	—	49.7
Contractual services	79.2	70.0	—	—	—	—	—	70.0
General operating expenses	18.6	45.1	—	—	—	—	—	45.1
Supplies and materials	0.6	10.0	—	—	—	—	—	10.0
Furniture and equipment	15.4	1.9	—	—	—	—	—	1.9
Total	3 786.2	3 898.8	—	—	—	—	—	3 898.8

Table 1.124
Proposed posts and post changes for 2023^a
(Number of posts)

	Number	Details
Approved for 2022	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL
Proposed for 2023	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 1.125
Proposed posts by category and grade
(Number of posts)

Category and grade	Changes					2023 proposed
	2022 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	7	—	—	—	—	7
P-4	2	—	—	—	—	2
P-3	2	—	—	—	—	2
Subtotal	13	—	—	—	—	13

Section 1 Overall policymaking, direction and coordination

Category and grade	Changes					2023 proposed
	2022 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	5	—	—	—	—	5
LL	3	—	—	—	—	3
Subtotal	8	—	—	—	—	8
Total	21	—	—	—	—	21

1.297 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.126 to 1.128 and figure 1.XXIV.

1.298 As reflected in tables 1.126 (1) and 1.127 (1), the overall resources proposed for 2023 amount to \$3,898,800 before recosting reflect no change in the resource level compared with the appropriation for 2022.

Table 1.126

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Programme of work	3 786.2	3 898.8	—	—	—	—	—
Subtotal, 1	3 786.2	3 898.8	—	—	—	—	—

(2) *Other assessed*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Programme of work	1 805.3	2 644.9	116.2	4.4	2 761.1
Subtotal, 2	1 805.3	2 644.9	116.2	4.4	2 761.1

(3) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Programme of work	140.6	310.0	—	—	310.0
Subtotal, 3	140.6	310.0	—	—	310.0
Total	5 732.1	6 853.7	116.2	1.7	6 969.9

Table 1.127
Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	21	—	—	—	—	21
Subtotal, 1	21	—	—	—	—	21

(2) Other assessed

Component	2022 estimate	Change	2023 estimate
Programme of work	9	—	9
Subtotal, 2	9	—	9
Total	30	—	30

Table 1.128
Evolution of financial and post resources

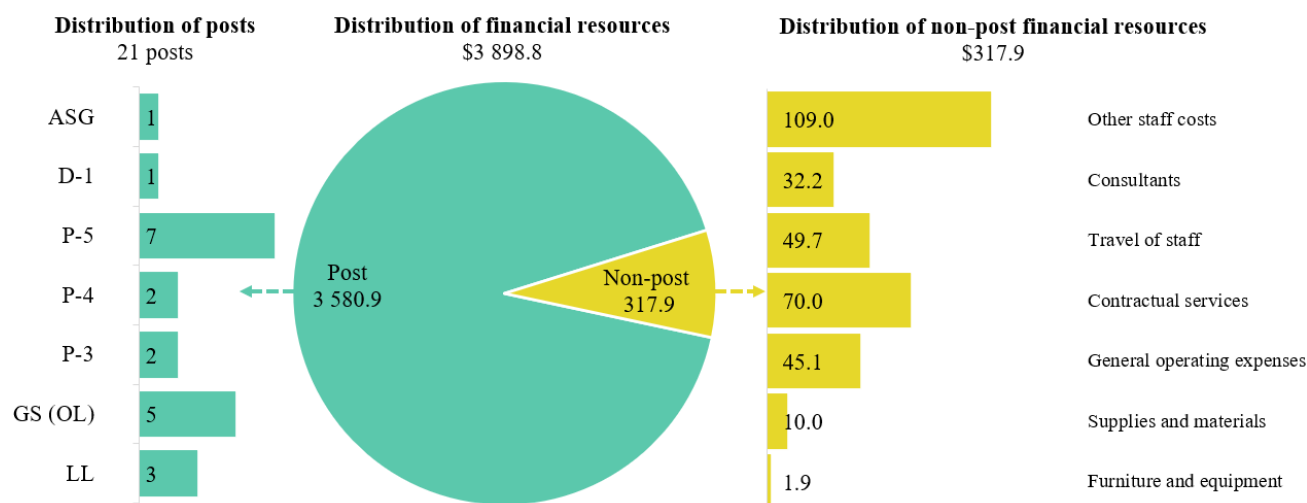
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 609.9	3 580.9	—	—	—	—	—	3 580.9
Non-post	176.3	317.9	—	—	—	—	—	317.9
Total	3 786.2	3 898.8	—	—	—	—	—	3 898.8
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		8	—	—	—	—	—	8
Total		21	—	—	—	—	—	21

Figure 1.XXIV

Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed and extrabudgetary resources**

- 1.299 As reflected in tables 1.126 (2) and 1.127 (2), projected other assessed resources for 2023 of \$2,761,100, 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 \$116,200 compared with the estimate for 2022, 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 2022 to 30 June 2023 (A/76/725). Other assessed resources represent 39.6 per cent of the total resources for this section.
- 1.300 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 2023, extrabudgetary resources are estimated at \$310,000 and would be used to provide conflict resolution services to International Court of Justice, World Meteorological Organization and Development Cooperation Office staff in accordance with the memorandum of understanding. Extrabudgetary resources represent 4.4 per cent of the total resources for this section.
- 1.301 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.302 Information on compliance with the timely submission of documentation and advance booking of air travel is reflected in table 1.129. 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 1.129

Compliance rate

(Percentage)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	20	86	80	100	100

X. Office of Administration of Justice

Foreword

Throughout 2023, the Office of Administration of Justice will continue to coordinate the proper functioning of the 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 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. In addition, grievances that are not addressed can adversely affect mandate implementation.

The United Nations is committed to implementing the mandates set by the Member States. The impact of the COVID-19 pandemic has been vast and global, and 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 the justice system will provide timely delivery of 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 2023 and programme performance for 2021

Overall orientation

Mandates and background

- 1.303 The Office of Administration of Justice is responsible for the overall coordination of the system of administration of justice and contributing to its functioning in a fair, transparent, and efficient manner. The mandate of the Office derives from relevant General Assembly resolutions, 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.

Programme of work

Objective

- 1.304 The objective, to which the Office contributes, is to ensure access to justice, in particular to jurisprudence, and 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 and external factors for 2023

- 1.305 To contribute to the objective, the Office will continue to:
- (a) Provide easy access to jurisprudence through the website of the United Nations internal justice system, the improved searchable digest of case law and outreach means;
 - (b) Provide legal advice and assistance and, where appropriate, legal representation to staff;
 - (c) Enhance the case management systems and provide substantive, technical, and administrative support to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
 - (d) Provide increased awareness of and access to workplace dispute resolution mechanisms, with a focus on field missions and offices, in furtherance of Assembly resolutions [73/276](#), [74/258](#) and [75/248](#).
- 1.306 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include the use of remote training and engagements where applicable to ensure business continuity. At the same time, it is assumed that those operational conditions would have improved and allow for mandate implementation through established approaches. Any modifications to planned deliverables would, in pursuance of the objectives, strategies and mandates, be reported as part of the programme performance information.
- 1.307 The work as mentioned above 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 Tribunals;
 - (c) Effective dispute resolution;
 - (d) More expedient processing of cases.

- 1.308 With regard to the external factors, the overall plan for 2023 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 Tribunals;
 - (c) Caseload remains stable;
 - (d) Staff members in remote locations have internet connectivity to file electronically.
- 1.309 The Office integrates a gender perspective in its operational activities, deliverables, and results. The Office will continue to 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 will continue to support implementation of the system-wide strategy on gender equality and empowerment of women and an enabling work environment for all staff, regardless of gender.
- 1.310 In line with the United Nations Disability Inclusion Strategy, 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.
- 1.311 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. To continue to implement this strategy and reach out to the largest number of staff members possible, particularly in locations away from Headquarters, the Office intends to work collaboratively with several entities and the separately administered funds and programmes. The Office will also continue to coordinate the preparation of the report of the Secretary-General on the functioning of the internal justice system and report on trends and observations.

Evaluation activities

- 1.312 The following evaluations completed in 2021 have guided the programme plan for 2023:
- (a) Administration of justice at the United Nations: report of the Secretary-General ([A/76/99](#));
 - (b) Administration of justice at the United Nations: report of the Internal Justice Council ([A/76/124](#)).
- 1.313 The results and lessons of the evaluations referenced above have been considered for the programme plan for 2023. For example, those recommendations of the Internal Justice Council that have been endorsed by the General Assembly are implemented. In 2022, the General Assembly requested the Secretary-General to provide views on the Council's recommendation on the length of appointment of the respective Presidents of the Tribunals with a view to increasing the Tribunals' efficiencies. The Secretary-General's views will be submitted to the Assembly at its seventy-seventh session, and any further action will be taken in line with the Assembly's decision.
- 1.314 The following evaluations are planned for 2023:
- (a) Administration of justice at the United Nations: report of the Secretary-General;
 - (b) Administration of justice at the United Nations: report of the Internal Justice Council.

Programme performance in 2021

Reduction of the backlog of judgment summaries

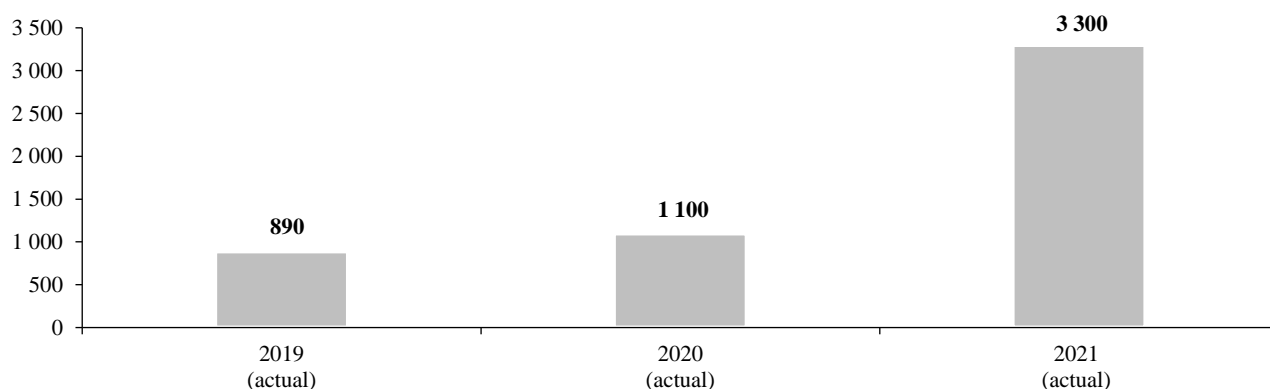
- 1.315 To improve access to the jurisprudence of the Tribunals, the Office developed a jurisprudence database in line with the mandate set out in General Assembly resolution [75/248](#), which increased

the searchability and facilitated the dissemination of jurisprudence. To eliminate the barriers that prevent staff from understanding and exercising their rights and observing their obligations, the Office broadened the scope of the database to add to each judgment a legal summary, improving the user experience and reducing the terminological complexity of the legal texts. The Office developed a plan with the support of the registries to prepare legal summaries, which was implemented throughout 2021. This involved summarizing all the Tribunals' judgments prior to 2021 and, going forward, a summary would be prepared immediately after judgment is issued, to avoid the creation of a backlog.

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

Figure 1.XXV

Performance measure: number of summarized judgments available (cumulative)



Impact of COVID-19

1.317 The continuation of the COVID-19 pandemic had an impact on the implementation of mandates, in particular, the ability to conduct in-person hearings and sessions of the Tribunal. The Office continued to implement business continuity measures from in-person working methods of the Tribunals to virtual, to ensure continuity of services. Staff continued to make themselves available outside regular hours to support judges, some of whom reside in time zones up to 18 hours ahead of Headquarters. The Office, as well as other participants in the internal justice system, continued to apply new working methods and addressed any challenges in order to provide services to staff. The Office Staff Legal Assistance continued to meet with clients remotely and assist them in all facets of their cases, including representing them virtually before the Tribunals. While these functions can be done virtually, that method is not suitable in all cases. There are instances where access to justice may be more effectively fostered in an in-person context.

Planned results for 2023

Result 1: support the United Nations Dispute Tribunal in the implementation of the case disposal plan

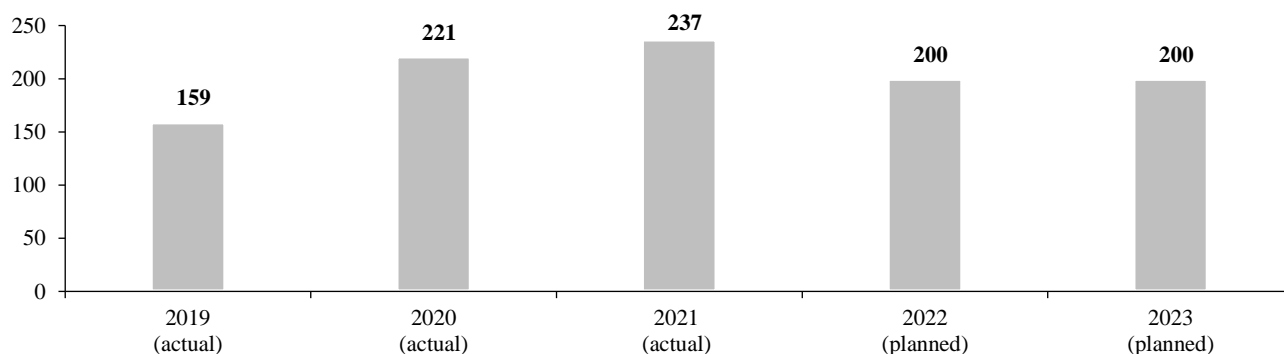
Programme performance in 2021 and target for 2023

1.318 The Office's work contributed to reducing the backlog of cases with the implementation of a real-time case-tracking dashboard that facilitated the review of cases that were pending for more than 400 days, which resulted in the United Nations Dispute Tribunal issuing 237 judgements, which exceeded the planned target of 160 judgements.

1.319 Progress towards the objective and target for 2023 are presented in the performance measure below (see figure 1.XXVI).

Figure 1.XXVI

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



* The 2022 and 2023 targets are based on the average number of cases received yearly by the United Nations Dispute Tribunals and the ratio between judgments issued and cases disposed per year.

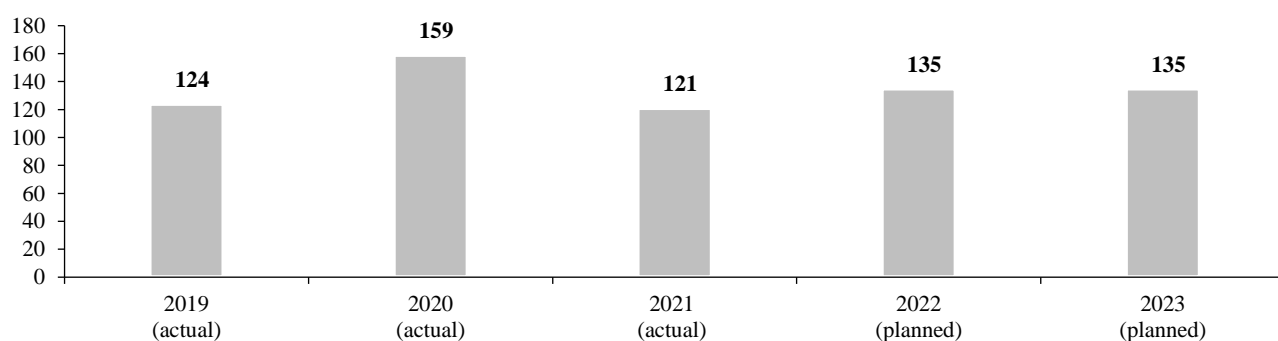
Result 2: access to remote sessions of the United Nations Appeals Tribunal enabled for all judges

Programme performance in 2021 and target for 2023

- 1.320 The Office's work contributed to the effective transition from in-person sessions at its seat in New York to virtual sessions to overcome travel restrictions resulting from the COVID-19 pandemic; the provision of training to judges on the use of information technology resource; and the availability of staff to service the different time zone challenges, which supported the Tribunal in adjudicating 121 cases in 2021, which did not meet the planned target of 135 cases. The target was not met as the number is dependent on the number of cases/appeals received
- 1.321 Progress towards the objective and target for 2023 are presented in the performance measure below (see figure 1.XXVII).

Figure 1.XXVII

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



Result 3: increased access to the internal justice system through enhanced information and communications technology initiatives

Proposed programme plan for 2023

- 1.322 The Office has improved its court case management system and created the web-based case-intake solution for the Office of Staff Legal Assistance.
- 1.323 The court case management system is a database of court filings, judgments and orders of the Tribunals that allows the registries to manage the cases filed, during the complete life cycle of the

case from the filing of the application to judgment issuance. The upgrade of the system now provides a clear presentation for the e-Filing of parties to disputes and, for the registries, the ability to track case timelines, and also provides insights into the functioning of the internal justice system.

- 1.324 The Office's web-based case-intake solution through which potential clients of the Office Staff Legal Assistance can submit information and supporting documents and is used to solicit further information from the client, as well as view, update and analyse case data from any one of the five offices of the Office Staff Legal Assistance. The portal has resulted in effective management of the Office's cases, which carries over into efficient case processing by the Tribunals in a timely and effective manner.

Lessons learned and planned change

- 1.325 The lesson learned for the Office was the significance and impact that the information and communications technology initiatives have on the quality of the services provided, and the necessity to further invest in order to enhance the accessibility of staff to the justice system, enhance coordination among the components of the United Nations internal justice system and improve knowledge-sharing. In applying the lesson, the Office will improve its knowledge management systems, to unify the classification and ease the sharing of information. The Office will invest in a new website of the internal justice system, in line with the United Nations design, to enhance the user experience for staff and stakeholders.
- 1.326 Expected progress towards the objective is presented in the performance measure below (see table 1.130).

Table 1.130

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
	Effective management of Office Staff Legal Assistance cases through the deployment of the Office and increased confidence by staff that cases are being managed timely and effectively	Availability of new court case management system for all staff and other stakeholders, and improved insights by staff into the functioning of the internal justice system	Improved user access through an enhanced court case management system, to include French as an official working language for the registry module, the drafting and editing of case law summaries and the connection to the jurisprudence database. Enhanced view and external reporting using the data from the system	Increased outreach through the availability of web content in all the official languages of the United Nations in the newly designed website, increasing usability and compliance with cybersecurity, design, accessibility and multilingualism guidelines

Legislative mandates

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

General Assembly resolutions

59/283, 61/261, Administration of justice at the United Nations 66/106
62/228, 63/253,
73/276, 74/258,
75/248, 76/242

Code of conduct for the judges of the
United Nations Dispute Tribunal and the
United Nations Appeals Tribunal

Deliverables

1.328 Table 1.131 lists all programme deliverables.

Table 1.131

Office of Administration of Justice: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	3	2
1. Report of the Secretary-General to the General Assembly	1	1	1	1
2. Report of the Internal Justice Council to the General Assembly	1	1	2	1
Substantive services for meetings (number of three-hour meetings)	24	24	34	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	8	3	3
6. Meetings of the Internal Justice Council	10	10	20	10
C. Substantive deliverables				
Databases and substantive digital materials: electronic court case management system, Office of Staff Legal Assistance database and the jurisprudential search engine.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach campaigns to raise awareness of the system of administration of justice and disseminate information about the system.				
Digital platforms and multimedia content: United Nations internal justice system website.				
E. Enabling deliverables				
Legal services: legal assistance and, in cases with reasonable chance of success, representation 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; substantive, technical and administrative support to the Tribunals in issuing decisions; and assistance to the Internal Justice Council.				

B. Proposed post and non-post resource requirements for 2023

Overview

1.329 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 1.132 to 1.134.

Table 1.132

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	5 957.3	6 090.6	—	—	(52.0)	(52.0)	(0.9)	6 038.6
Other staff costs	249.0	333.9	—	—	95.1	95.1	28.5	429.0
Non-staff compensation	1 905.9	2 236.8	—	—	—	—	—	2 236.8
Consultants	17.2	—	—	—	—	—	—	—
Travel of representatives	50.2	451.6	—	—	—	—	—	451.6
Travel of staff	0.4	89.6	—	—	(0.9)	(0.9)	(1.0)	88.7
Contractual services	360.8	358.2	—	—	1.6	1.6	0.4	359.8
General operating expenses	101.2	123.8	—	—	0.4	0.4	0.3	124.2
Supplies and materials	0.6	29.3	—	—	0.3	0.3	1.0	29.6
Furniture and equipment	1.0	24.3	—	—	—	—	—	24.3
Total	8 643.5	9 738.1	—	—	44.5	44.5	0.5	9 782.6

Table 1.133

Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved 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
Redeployment	—	Redeployment of 1 GS (OL) from New York to Nairobi (LL)
Proposed for 2023	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 11 GS (OL), 4 LL

Table 1.134

Proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 proposed
		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

Section 1 Overall policymaking, direction and coordination

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
P-3	11	—	—	—	—	11
P-2/1	1	—	—	—	—	1
Subtotal	25	—	—	—	—	25
General Service and related						
GS (OL)	12	—	—	(1)	(1)	11
LL	3	—	—	1	1	4
Subtotal	15	—	—	—	—	15
Total	40	—	—	—	—	40

1.330 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.135 to 1.137 and figure 1.XXVIII.

1.331 As reflected in tables 1.135 (1) and 1.136 (1), the overall resources proposed for 2023 amount to \$9,782,600 before recosting, reflecting a net increase of \$44,500 (or 0.5 per cent) compared with the appropriation for 2022. Resource changes result from other changes.

Table 1.135

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Programme of work	8 643.5	9 738.1	—	—	44.5	44.5 0.5	9 782.6
Subtotal, 1	8 643.5	9 738.1	—	—	44.5	44.5 0.5	9 782.6

(2) *Other assessed*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Programme of work	184.6	233.8	8.9	3.8	242.7
Subtotal, 2	184.6	233.8	8.9	3.8	242.7

(3) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Programme of work	1 789.6	2 676.7	(295.3)	(11.0)	2 381.4
Subtotal, 3	1 789.6	2 676.7	(295.3)	(11.0)	2 381.4
Total	10 617.7	12 648.6	(241.9)	(1.9)	12 406.7

Table 1.136
Proposed posts for 2023 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	40	–	–	–	–	40
Subtotal, 1	40	–	–	–	–	40

(2) *Other assessed*

Component	2022 estimate	Change	2023 estimate
Programme of work	1	–	1
Subtotal, 2	1	–	1
Total	41	–	41

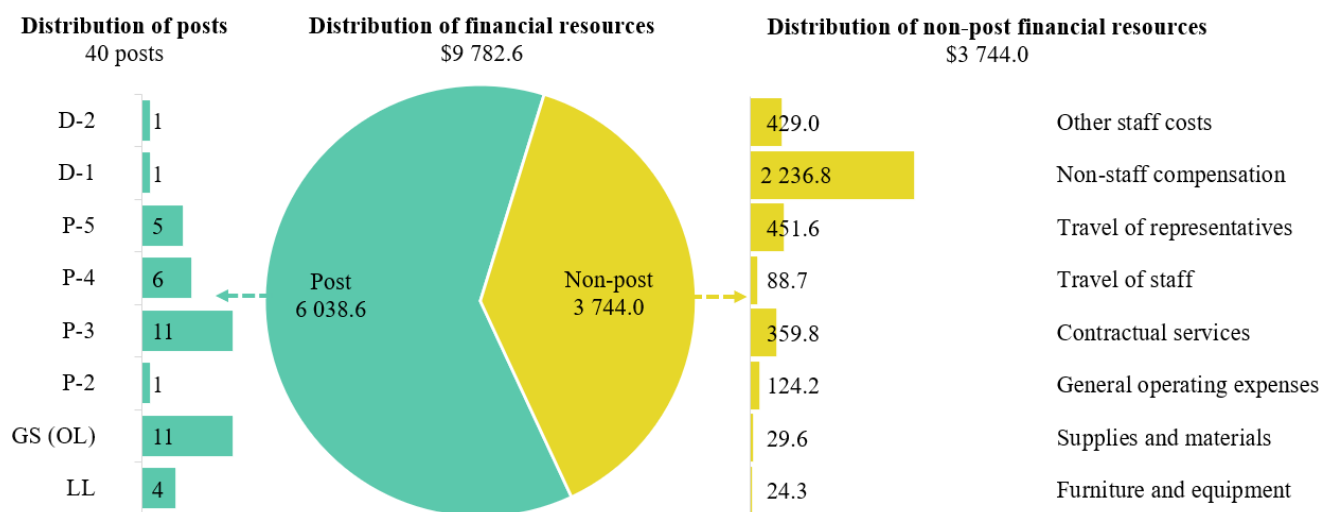
Table 1.137
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 957.3	6 090.6	—	—	(52.0)	(52.0)	(0.9)	6 038.6
Non-post	2 686.2	3 647.5	—	—	96.5	96.5	2.6	3 744.0
Total	8 643.5	9 738.1	—	—	44.5	44.5	0.5	9 782.6
Post resources by category								
Professional and higher		25	—	—	—	—	—	25
General Service and related		15	—	—	—	—	—	15
Total		40	—	—	—	—	—	40

Figure 1.XXVIII
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.332 As reflected in tables 1.135 (1) and 1.136 (1), resource changes represent a net increase of \$44,500, relating to:
- A reduction of \$52,000 resulting from the proposed redeployment of one Administrative Assistant (General Service (Other level)) to Nairobi (Local level) (see annex III);
 - An increase of \$95,100 under other staff costs, due mainly to the proposed establishment of one temporary position of Administrative Officer (P-3), that would provide administrative support to the Office, and ensure the institutional independence of the internal justice system. While the Office has the capacity to discharge its substantive mandate, it does not have sufficient internal administrative and budgetary capacity, as the staffing composition of the Office mainly comprises lawyers. There is no internal capacity that could be redeployed in whole or in part to undertake the full-time functions of an Administrative Officer. The incumbent of the position would support the Executive Director in managing the administration of personnel, as well as on budgetary and operational matters. An additional provision of \$1,400 under other non-post objects of expenditure would provide for supplies, materials and information technology and communication services to support the P-3 position.

Other assessed and extrabudgetary resources

- 1.333 As reflected in tables 1.135 (2) and 1.136 (2), projected other assessed resources for 2023 of \$242,700, 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 \$8,900 compared with the estimate for 2022, 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 2022 to 30 June 2023 ([A/76/725](#)). Other assessed resources represent 1.9 per cent of the total resources for this section.

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

- 1.334 As reflected in table 1.135 (3), the Office expects to continue to receive cash contributions, which would complement regular budget resources and support the delivery of its mandates. For 2023, extrabudgetary resources are estimated at \$2,381,400, reflecting a decrease of \$295,300, and would be used to support the Office in the provision of legal assistance to staff. The decrease reflects mainly the discontinuation consultants and reduced general temporary assistance requirements. Extrabudgetary resources represent 19.2 per cent of the total resources for this section.
- 1.335 The extrabudgetary resources under this section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.336 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.138. 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 1.138
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	56	72	83	100	100

XI. Ethics Office

Foreword

As the COVID-19 pandemic persists, the United Nations, as the rest of the world, continues to adapt its working methods. The Ethics Office continues to successfully deliver on its mandate of assisting the Secretary-General in enhancing the Organization's culture of ethics, transparency and accountability, using available technology and other resources. In 2023, it will continue to transition its internal ways of working to adjust during the recovery period, as needed.

The Ethics Office will step up its collaboration with entities within and outside the Secretariat to address new and intensified ethical challenges, brought on by the prolonged pandemic and its social and psychological effects, building on recent experiences of its leadership dialogue in the past few years in collaboration with other departments in the Secretariat. A reminder of the fundamental United Nations values and principles, also re-examined within the context of ongoing management reforms, can assist staff in better responding to these ethical challenges.

The Office will strengthen its partnerships and will continue to address new professional and ethical challenges recently identified by the ethics community of practice during the 2022 sessions of the Ethics Network of Multilateral Organizations, such as use of personal social media and increased engagement with external entities.

Despite the uncertainties that the pandemic and other challenges may bring in 2023, the Ethics Office will continue to stay focused on its core mission of upholding ethical standards in the United Nations.

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

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 1.337 The Ethics Office was established as an independent Secretariat office 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

- 1.338 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 and external factors for 2023

- 1.339 To contribute to the objective, the Ethics Office will:
- (a) Provide independent and preventive ethics advice, guidance and briefings to staff and management to ensure that ethical standards are well understood, support ethics standard-setting and promote policy coherence within the Secretariat and among the Organization's separately administered organs and programmes;
 - (b) 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 and through the ethics helpline), the conduct of ethics briefings and outreach, and the fulfilment of the Ethics Office's responsibilities regarding the protection against retaliation policy, and by ensuring policy support and coherence of ethical standards;
 - (c) Clarify staff engagement in "outside activities and interests", particularly the personal use of social media, and their potential impact on the Organization;
 - (d) Foster a shared understanding of the common standards of conduct for the international civil service through the CEB-based agencies affinity group of the Ethics Network of Multilateral Organizations;

- (e) Support 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 and, upon request, work with the various owners of the risks identified in the enterprise risk registry in updating and implementing their response plans;
 - (f) Highlight the importance of demonstrating United Nations values, as defined in the recently introduced United Nations Values and Behaviours Framework, by continuously working with the Office of Human Resources of the Department of Management Strategy, Policy and Compliance on training and outreach activities in order to continuously foster public trust in the Organization.
- 1.340 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the coronavirus disease (COVID-19) pandemic. Examples of lessons learned and best practices include remote outreach through online platforms with more tailored contents, addressing new challenges. In addition, there is a need to respond to other types of conflicts-of-interest concerns that had not occurred before, such as those resulting from working-from-home arrangements. In view of the increased positive feedback on virtual outreach, the Office will expand its efforts to deliver key information to all staff on various digital platforms on offer, in 2023. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 1.341 The above-mentioned work is expected to result in:
- (a) Greater public trust in the integrity of the Organization through the 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;
 - (c) Enhanced organizational culture of integrity, transparency and accountability.
- 1.342 With regard to the external factors, the overall plan for 2023 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.
- 1.343 With regard to cooperation with other entities at the global, regional, national and local levels, the Office expects to participate in the 2023 annual meeting of the Ethics Network of Multilateral Organizations.
- 1.344 With regard to inter-agency coordination and liaison, the Director of the Ethics Office will continue to chair and provide functional leadership to 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 Office will continue to engage with the Ethics Network of Multilateral Organizations member entities affiliated with CEB in the interest of ethics policy coherence in the United Nations System. It will also continue to administer the financial disclosure requirements of those System entities that have opted to outsource this requirement to the Secretariat's Ethics Office. It will further continue to review contested matters by the staff of the separately administered organs and programmes of the Ethics Panel.

- 1.345 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It disaggregates its service data by gender, where possible. The Office has received more inquiries from women consistently over the years and the Office responded to them. As a practice, and when funds allow, outreach mission teams of the Ethics Office will continue to be in pairs and gender-balanced. Subject to demand from requesting entities, the Office will provide gender-disaggregated information.

Evaluation activities

- 1.346 The evaluation by the Joint Inspection Unit on the review of the ethics function in the United Nations system, completed in 2021, has guided the proposed programme plan for 2023.
- 1.347 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2023. For example, the Office continues to engage with Member States on the proposals made by the Secretary-General for strengthening the independence of the Ethics Office ([A/73/89](#), [A/74/78](#), [A/75/82](#), [A/76/76](#) and [A/77/75](#)).
- 1.348 An evaluation of programmes of the Office is planned for 2023.

Programme performance in 2021

Enhanced vetting process of interests and outside activities of When Actually Employed staff

- 1.349 The Organization benefits from short-term or voluntary services of high-profile staff members, serving as special representatives and envoys on when-actually-employed contracts (including \$1/year), to undertake short-term or sensitive assignments. Pursuant to the Secretary-General's bulletin [ST/SGB/283](#), when-actually-employed contract holders have the status of a United Nations staff member subject to the United Nations Staff Regulations and Staff Rules on the days they provide service to the United Nations. The past practice of seeking permission each time for their outside activities has been replaced by a streamlined procedure of declaring outside interests prior to issuance of contracts. The new procedure was achieved as a result of consultations initiated by the Ethics Office with other relevant offices. In this manner, public trust is preserved in the integrity of these high-profile senior officials while the disclosure of their outside interests is streamlined.
- 1.350 Progress towards the objective is presented in the performance measure below (see table 1.139).

Table 1.139
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
Staff on when-actually-employed contracts are required to seek permission for the approval of each outside activity and disclose outside interests	Staff on when-actually-employed contracts are required to seek permission for the approval of each outside activity and disclose outside interests	Staff on when-actually-employed contracts are required to disclose outside interests, including activities, for which mitigation measures are proposed if posing a potential conflict of interest

Impact of the pandemic

- 1.351 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular as the Office continued to provide remote outreach sessions using the available technology in response to continued travel restrictions that prevented the conduct of in-person outreach sessions. In 2021, the Office provided advice on matters that had been brought up increasingly during the pandemic, such as use of personal social media, and supported the

development of online training materials. The Office continued to provide remote advisory services for staff across different duty stations in lieu of in-person consultations. The Office continued to hold or participate in virtual town hall meetings and other learning sessions, at which it addressed current conflicts-of-interest concerns.

- 1.352 Reflecting the importance of innovation and responding to staff preferences in receiving information, the Office will mainstream lessons learned and best practices related to digital adjustments and adapt those parts of its programme to the post-COVID-19 conditions. While in-person visits are essential for trust-building and more responsive services to staff serving in remote duty stations, the Office will continue to use virtual and in-person outreach visits, where feasible, particularly to United Nations entities in field locations.

Planned results for 2023

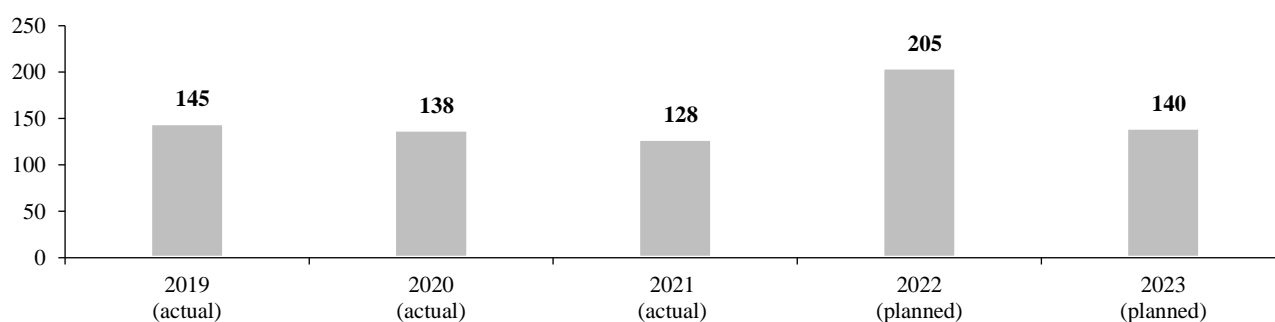
Result 1: towards more staff awareness in the protection against retaliation

Programme performance in 2021 and target for 2023

- 1.353 The Office's work contributed to staff awareness regarding protection against retaliation through the review and provision of advice on 128 enquiries under the protection against retaliation policy ([ST/SGB/2017/2/Rev.1](#)), which did not meet the planned target of 150 enquiries. The target was not met owing to no matters being referred to the Ethics Office by OIOS in 2021 for proactive prevention action and as a result of increased targeted outreach on the subject matter.
- 1.354 Progress towards the objective and target for 2023 are presented in the performance measure below (see figure 1.XXIX).

Figure 1.XXIX

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



Result 2: strengthened ethical awareness in a complex and changing work environment

Programme performance in 2021 and target for 2023

- 1.355 The Office's work contributed to access to 191 tailored outreach sessions, customized briefings and issue-specific workshops and training, and thus strengthened ethical awareness, and fostered an organizational culture of ethics and integrity, which met the planned target.
- 1.356 Progress towards the objective and target for 2023 are presented in the performance measure below (see table 1.140).

Table 1.140

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Participation in the annual Leadership Dialogue increased	Access to ethics outreach sustained and enhanced during the COVID-19 pandemic through online remote sessions	Strengthened ethical awareness of staff through 191 outreach sessions (a 63 per cent increase compared with 2020), including issue-specific workshops and training based on specific identified needs, with a 100 per cent satisfaction rating of “excellent” or “good” by participating staff	Strengthened ethical awareness in a complex and changing work environment	Mitigated ethical risks of personal use of social media through increased awareness of staff

Result 3: coherent ethical standards and their consistent application

Proposed programme plan for 2023

- 1.357 In line with the Office’s mandate to support ethics standard-setting and promote policy coherence within the Secretariat and among the separately administered organs and programmes, the Office has engaged with Secretariat and outside entities to support a unified set of ethical standards and promote consistent application of them.

Lessons learned and planned change

- 1.358 The lesson learned to date by the Ethics Office through participation in inter-agency forums such as the Ethics Panel of the United Nations and the Ethics Network of Multilateral Organizations is that they serve as useful venues to address new challenges and share good practices, especially during unforeseen global events such as pandemics. In applying this lesson, the Ethics Office will pursue greater engagement with the United Nations common system entities through these inter-agency forums to further harmonize good practices and share lessons learned. Such an engagement is expected to foster a more common approach in ethical standard-setting throughout the United Nations system and harmonize practices.
- 1.359 Expected progress towards the objective is presented in the performance measure below (see table 1.141).

Table 1.141
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Increased awareness of Secretariat staff on the ethical standards and related policies through strengthened outreach	Enhanced consistency in ethics-related provisions, through a review of the key relevant Secretary-General's bulletins, such as ST/SGB/2017/2/Rev.1	Increased understanding of United Nations system entities on the application of ethical standards and practices	Enhanced consistency in ethics-related policies through a review of the standards of conduct for the international civil service and other relevant policies	Strengthened coherence in the development and application of ethical standards in the Secretariat and other United Nations entities of the Ethics Panel of the United Nations

Legislative mandates

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

General Assembly resolutions

60/1	2005 World Summit Outcome (para. 61 (d))	63/250	Human resources management
60/248	Special subjects relating to the proposed programme budget for the biennium 2006–2007	70/305	Revitalization of the work of the General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	71/263	Human resources management

Deliverables

1.361 Table 1.142 lists all deliverables of the Office.

Table 1.142
Ethics Office: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 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. Meetings 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: expert advice, guidance and technical assistance to staff on the United Nations standards of conduct and ethics issues.				

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

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: outreach campaigns to raise awareness of the work of the Office and information on ethics-related matters, booklets and presentations.

Digital platforms and multimedia content: website and social media.

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 2023

Overview

- 1.362 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 1.143 to 1.145.

Table 1.143

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	1 621.3	1 698.2	—	—	—	—	—	1 698.2
Other staff costs	1.0	35.5	—	—	—	—	—	35.5
Consultants	224.1	15.5	—	—	—	—	—	15.5
Travel of staff	—	24.2	—	—	—	—	—	24.2
Contractual services	127.3	315.1	—	—	60.0	60.0	19.0	375.1
General operating expenses	6.4	21.2	—	—	—	—	—	21.2
Supplies and materials	0.1	4.4	—	—	—	—	—	4.4
Furniture and equipment	0.1	—	—	—	—	—	—	—
Total	1 980.3	2 114.1	—	—	60.0	60.0	2.8	2 174.1

Table 1.144

Proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved 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)
Proposed for 2023	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)

Table 1.145

Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2023 proposed
	2022 approved	Technical adjustments	New/expanded mandates	Other		
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

Part I Overall policymaking, direction and coordination

Category and grade	Changes					2023 proposed
	2022 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

1.363 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 1.146 to 1.148 and figure 1.XXX.

1.364 As reflected in tables 1.146 (1) and 1.147 (1), the overall resources proposed for 2023 amount to \$2,174,100 before recosting, reflecting an increase of \$60,000 (or 2.8 per cent) compared with the appropriation for 2022. Resource changes result from other changes.

Table 1.146

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage
Programme of work	1 980.3	2 114.1	–	–	60.0	60.0	2.8
Subtotal, 1	1 980.3	2 114.1	–	–	60.0	60.0	2.8

(2) *Other assessed*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Programme of work	980.8	1 075.2	16.2	1.5	1 091.4
Subtotal, 2	980.8	1 075.2	16.2	1.5	1 091.4

(3) *Extrabudgetary*

Component	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
Programme of work	1 077.6	948.8	151.2	15.9	1 100.0
Subtotal, 3	1 077.6	948.8	151.2	15.9	1 100.0
Total	4 038.7	4 138.1	227.4	5.4	4 365.5

Table 1.147

Proposed posts for 2022 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	9	–	–	–	–	9
Subtotal, 1	9	–	–	–	–	9

(2) *Other assessed*

Component	2022 estimate	Change	2023 estimate
Programme of work	3	–	3
Subtotal, 2	3	–	3
Total	12	–	12

Table 1.148

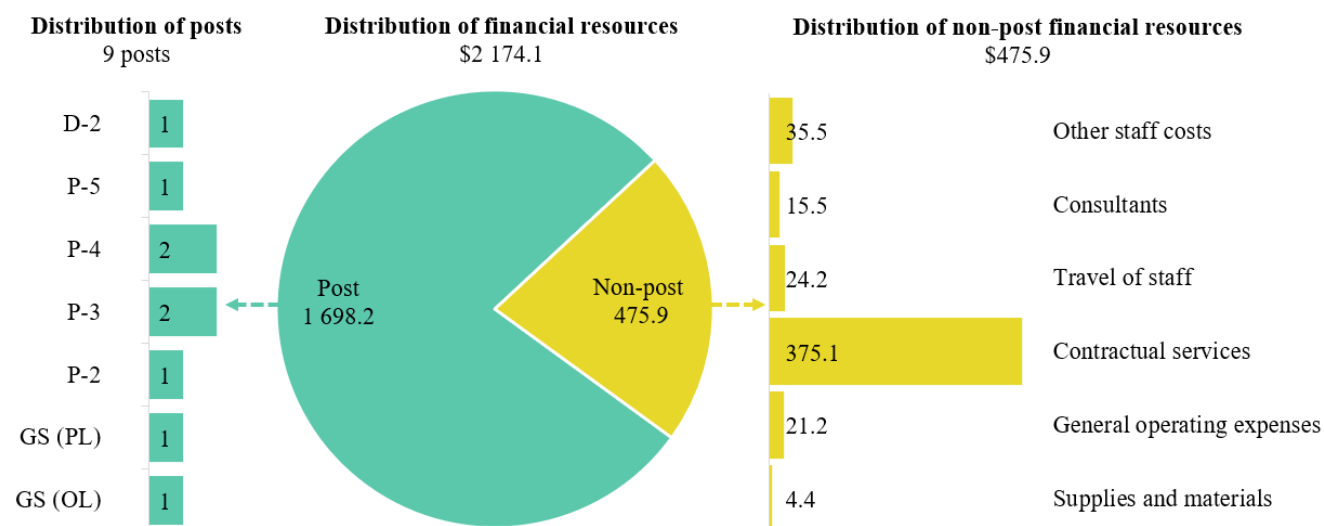
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 621.3	1 698.2	—	—	—	—	—	1 698.2
Non-post	359.0	415.9	—	—	60.0	60.0	14.4	475.9
Total	1 980.3	2 114.1	—	—	60.0	60.0	2.8	2 174.1
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		2	—	—	—	—	—	2
Total		9	—	—	—	—	—	9

Figure 1.XXX
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.365 As reflected in tables 1.146 (1), resource changes reflect an increase of \$60,000 to provide for additional filers for the United Nations Financial Disclosure Programme, which is estimated to grow from 1,124 in 2021 to 1,300 in 2023.

Other assessed and extrabudgetary resources

- 1.366 As reflected in tables 1.146 (2) and 1.147 (2), projected other assessed resources for 2023 of \$1,091,400, 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 an increase of \$16,200 compared with the estimate for 2022 due to the updated salary costs, 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 2022 to 30 June 2023 ([A/76/725](#)). Other assessed resources represent 25.0 per cent of the total resources for this section.
- 1.367 As reflected in table 1.146 (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 2023, extrabudgetary resources are estimated at \$1,100,000 and would cover the administration of the financial disclosure programme for staff funded from extrabudgetary resources. Extrabudgetary resources represent 25.2 per cent of the total resources for this section.
- 1.368 The extrabudgetary resources under this section are subject to the oversight of the Ethics Office, which has delegated authority from the Secretary-General.
- 1.369 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 1.149. The Ethics Office will continue its 100 per cent compliance with the advance booking of air travel policy.

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

Table 1.149

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	100	100	100	100

XII. 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 2023

Overview

- 1.370 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in table 1.150.

Table 1.150

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Consultants	–	115.1	(115.1)	–	–	(115.1)	(100.0)	–
Contractual services	1.1	–	–	–	–	–	–	–
General operating expenses	0.1	–	–	–	–	–	–	–
Total	1.2	115.1	(115.1)	–	–	(115.1)	(100.0)	–

Explanation of variances by factor

Overall resource changes

Technical adjustments

- 1.371 As reflected in table 1.150, resource changes reflect a decrease of \$115,100 relating to the removal of non-recurrent requirements for consultancy services to be undertaken during 2022 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, pursuant to General Assembly decision 75/542.

XIII. Resident coordinator system

Foreword

Since the establishment of the resident coordinator system, countries have been witnessing more effective and integrated United Nations responses that go beyond sectoral approaches and draw better on expertise from across the United Nations system to address complex, interconnected Sustainable Development Goals-related challenges.

The resident coordinator system at all levels has successfully responded to the COVID-19 emergency and its socioeconomic impacts to accelerate the 2030 Agenda, including by combating climate change, transforming food systems, and in-country, regional and cross-regional collaboration.

A new generation of Resident Coordinator leadership has emerged, with half of the Resident Coordinators recruited after 2019 and a fully redesigned selection system rolled out in 2021. Greater leadership and capacity are facilitating more consistent and coherent United Nations engagement with Governments and a diverse range of partners on the ground, including international financial institutions.

Moving forward, resident coordinator system staff at all levels will continue to bring United Nations teams together to respond and recover better from COVID-19, including by advancing vaccine equity and fostering a sustainable and inclusive recovery. The system will also boost efforts to accelerate the Sustainable Development Goals, further tailoring its support to contexts, scaling up the engagement of all partners and building greater synergies across development, humanitarian and peacebuilding interventions, while prioritizing efforts for efficiency gains.

To deliver on expectations, adequate, predictable and sustainable funding for the Resident Coordinator system is essential. The 2021 review of the functioning of the system recognized the returns on investments and Member States committed to providing sufficient funding. We are thankful for Member States' allocations through the regular budget and count on Member States' support in ensuring the full capitalization of the special purpose trust fund.

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

A. Proposed programme plan for 2023 and programme performance for 2021

Overall orientation

Mandates and background

- 1.372 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 resolutions [72/279](#) and [76/4](#), 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 132 United Nations country teams operating in 162 countries and territories.

Programme of work

Objective

- 1.373 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 and external factors for 2023

- 1.374 To contribute to the objective, the resident coordinator system will scale up partnerships-driven development support to national Governments in order to achieve the 2030 Agenda for Sustainable Development by strengthening the design and implementation of United Nations Sustainable Development Cooperation Frameworks. Specifically, the resident coordinator system will:
- (a) 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 release quality and timely annual United Nations results reports;
 - (b) Continue to roll out a revamped UN-Info as the central platform for transparency and data relating to results achieved in implementing United Nations Development Assistance Frameworks and United Nations Sustainable Development Cooperation Frameworks, including results from the COVID-19 socioeconomic response and enhancements of automation of data from UN-Info to publicly showcase crucial data in country and global websites;
 - (c) Accelerate the implementation of business operations strategies and the consolidation of local operational functions into common back offices and off premises into common premises to ensure greater efficiencies at the national level;
 - (d) 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;
 - (e) 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;

- (f) Continue to leverage catalytic funding provided by the Joint Sustainable Development Goals Fund to expand opportunities under its two primary domains of changes in integrated policy accelerators and in Sustainable Development Goals financing ecosystems and catalytic investments. Aligned with these two domains, the Fund will also explore additional thematic priorities with cross-organizational and cross-sectoral synergies for the 2030 Agenda, including potentially food systems, just and sustainable transitions, durable solutions for internal displacements and digital connectivity under the leadership of the resident coordinators and based on the specific needs of the United Nations country teams;
 - (g) Support Member States by anchoring the socioeconomic response to COVID-19 firmly within the United Nations Sustainable Development Cooperation Frameworks, to be implemented by United Nations country teams. These plans will complement the Office for the Coordination of Humanitarian Affairs-led humanitarian response in countries, where relevant, and World Health Organization-led global strategic plan on public health preparedness and response focused on a direct health response.
- 1.375 Reflecting the importance of continuous improvement and responding to the needs of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include a strengthened and streamlined system for monitoring of system-wide results, drawing from members of the United Nations Sustainable Development Group, the United Nations Sustainable Development Group-owned UN-Info system, as well as the launch of a development emergency window under the Joint Sustainable Development Goals Fund to streamline the United Nations response for future crises. This also incorporates lessons from the COVID-19 Response and Recovery Fund. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 1.376 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;
 - (e) The safeguarding of lives and livelihoods by continuing to address the socioeconomic and human rights impacts of the pandemic, with attention given to those hit hardest, through the effective implementation of more coherent and joined-up programming to operationalize the priorities of the United Nations Sustainable Development Cooperation Frameworks and other relevant strategies in country;
 - (f) Strengthened synergies across development, humanitarian and peacebuilding actors;
 - (g) A coherent approach to development operations at the national, regional and global levels, including consistent implementation of system-wide priorities, policies and approaches across United Nations Sustainable Development Group entities.
- 1.377 With regard to the external factors, the overall plan for 2023 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 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;
 - (c) Continued engagement and policy investment by United Nations Sustainable Development Group entities at the global, regional and country levels.
- 1.378 The resident coordinator system integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Sixty-four per cent of United Nations Sustainable Development Cooperation Frameworks have a dedicated outcome on gender equality, and 61 per cent of United Nations country teams use the gender equality marker to track cross-cutting impacts to advance Goal 5.
- 1.379 In line with the United Nations Disability Inclusion Strategy, the resident coordinator system will launch and implement an entity-specific disability inclusion strategy, including a commitment to integrate the rights of persons with disabilities across all areas of the system.
- 1.380 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.
- 1.381 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

- 1.382 The following evaluations completed in 2021 have guided the proposed programme plan for 2023:
- (a) A total of 40 evaluations under the United Nations Development Assistance Framework and United Nations Sustainable Development Cooperation Framework were conducted in 2021, including 18 in the Africa region, 2 in the Arab States region, 9 in the Asia and Pacific region, 5 in the Europe and Central Asia region and 6 in the Latin America and Caribbean region;
 - (b) An OIOS evaluation of the resident coordinator system was conducted in 2021 with a focus on programming at the country level. It was noted that country-level integration of non-resident entities was still evolving, and improved programming coherence had not yet resulted in the fully coordinated delivery of operational activities at the country level, including on developing and providing more integrated policy support for the implementation of the Sustainable Development Goals.
- 1.383 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2023. For example, to enable greater alignment of incentives, policies and systems across entities, the Development Coordination Office is developing tools to strengthen oversight of the governing bodies of individual entities of the United Nations development system, to further promote the sharing of good practices, knowledge management and the integration of cross-cutting issues in country-level programming, identifying opportunities for streamlining with reporting requirements and leading the reporting on system-wide results.
- 1.384 Eight United Nations Development Assistance Framework and United Nations Sustainable Development Cooperation Framework evaluations, including four in the Africa region, one in the Arab States region, one in the Europe and Central Asia region and two in the Latin America and Caribbean region, are planned for 2023.

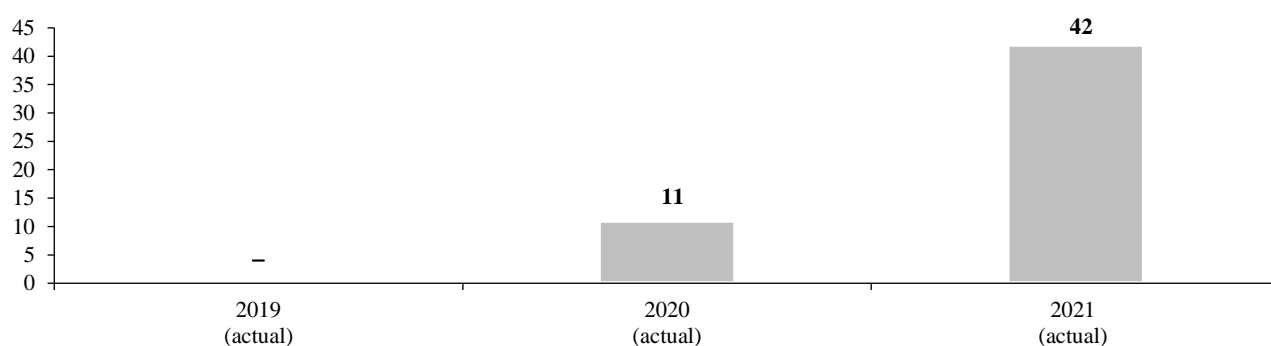
Programme performance in 2021

Integrated and responsive United Nations development system support to countries anchored in the United Nations Sustainable Development Cooperation Frameworks

- 1.385 The programme continued to leverage United Nations development system expertise for more integrated and responsive United Nations country team programming, anchored in the United Nations Sustainable Development Cooperation Frameworks. In 2021, COVID-19 socioeconomic response plans were fully incorporated in all 68 existing Cooperation Frameworks and the remaining United Nations Development Assistance Frameworks to ensure a recovery supportive of countries' Sustainable Development Goals priorities. In addition, the resident coordinator system led the start of the implementation of 31 Cooperation Frameworks and increased the number of joint workplans for collective implementation from 64 in 2020 to 111 in April 2022.
- 1.386 Progress towards the objective is presented in the performance measure below (see figure 1.XXXI).

Figure 1.XXXI

Performance measure: number of Cooperation Frameworks implemented



Impact of COVID-19

- 1.387 The continuation of the pandemic into 2021 affected the implementation of mandates, in particular those pertaining to reporting on system-wide support and results towards achieving the Sustainable Development Goals, given the additional reporting requirements on the pandemic response. However, system-wide reporting on the pandemic response offered valuable lessons as to how best to lead and improve inter-agency efforts for system-wide reporting. This will inform the refinement of the reporting on the contribution of the United Nations to the advancement of the Sustainable Development Goals, including incorporating all country-level COVID-19 socioeconomic responses under the umbrella of the Cooperation Frameworks as of 2022. With COVID-19 affecting every element of the development landscape, the regular multi-year sustainable development programming cycle now takes into account how COVID-19 has affected a country's development trajectory towards the 2030 Agenda and identifies adequate development solutions.

Planned results for 2023

Result 1: scaling up delivery on the decade of action for the Sustainable Development Goals through strengthened resident coordinator leadership for more joined-up support to Governments

Programme performance in 2021 and target for 2023

- 1.388 The work of the Development Coordination Office contributed to strengthened resident coordinators, identified through an integrated talent management system, leading United Nations country teams in an increasing number of leadership management interventions supporting Governments across all

regions, and in the implementation of strategies of the Secretary-General (e.g., on women, young people and disability), which met the planned target.

- 1.389 Progress towards the objective and target for 2023 are presented in the performance measure below (see table 1.151).

Table 1.151

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
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, facilitated by the strengthened resident coordinator system and the launch of the management and accountability framework	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, led United Nations country teams in an increasing number of leadership management interventions supporting Governments across all regions, and in the implementation of strategies of the Secretary-General (e.g., on women, young people and disability)	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 implementing the 2030 Agenda and other intergovernmental agreements	Resident coordinators, identified and supported through an integrated talent management system, effectively lead United Nations country teams in delivering a scaled-up, integrated response to countries' sustainable development needs and priorities

Result 2: countries enabled to mitigate the effects of COVID-19

Programme performance in 2021 and target for 2023

- 1.390 The work of the Development Coordination Office contributed to the development and continued implementation by United Nations country team of 122 socioeconomic response plans, covering 140 countries, and the subsequent reintegration of all of these plans into the joint workplans of the Cooperation Framework/United Nations Development Assistance Frameworks, which met the planned target.
- 1.391 Progress towards the objective and target for 2023 are presented in the performance measure below (see table 1.152).

Table 1.152
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	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 implemented socioeconomic response plans, in alignment 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 and, by the end of 2021, the response is folded into the joint workplans of the Cooperation Framework (or United Nations Development Assistance Frameworks, where appropriate)	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	The resident coordinator and the United Nations country team provide effective support to Governments on achievement of the Sustainable Development Goals by including COVID-19 recovery into newly developed or adjusted ongoing Cooperation Frameworks, with an increasing focus on foresight and proactive risk management and prevention, in line with intergovernmental commitments

Result 3: countries access integrated advice on most transformational policy levers for achievement of the Sustainable Development Goals from the United Nations and relevant partners

Proposed programme plan for 2023

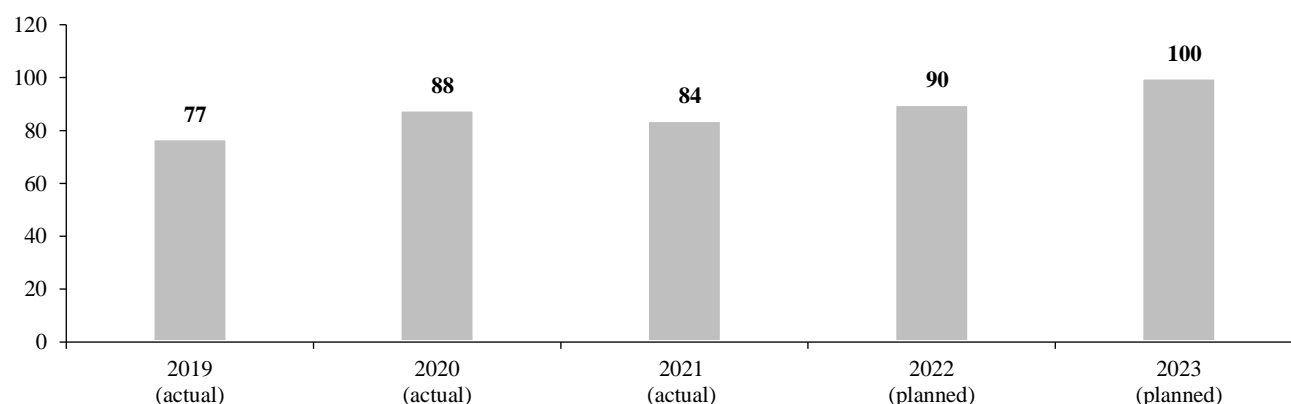
- 1.392 The Office enhanced the capacities of Resident Coordinators and United Nations country teams – through, inter alia, policy guidance, systems and skills development – to use joined-up programming processes and joint programmes as tools for increased joint, coherent and cross-sectoral work by the United Nations, while also leveraging all relevant stakeholders and resources for accelerated progress towards achievement of the Sustainable Development Goals.

Lessons learned and planned change

- 1.393 As highlighted by the OIOS evaluation, the lesson for the Office was that improved programming coherence has not yet resulted in fully coordinated delivery of operational activities at the country level. Progress on developing and implementing joint work plans was moderate, while joint programmes were not consistently seen as the most feasible mode of coordinated programme delivery. Among others, reasons include lack of collaboration incentives, insufficient interoperability of systems, which can duplicate work, and increased transaction costs. In applying the lesson, the Office will increase its support to Resident Coordinators and United Nations country teams to develop joint work plans in the UN-Info platform, make them publicly available on the country teams' websites and on the new United Nations Sustainable Development Group data portal, and use joint programmes more strategically for greater impact. The Development Coordination Office will work with United Nations entities to enable interoperability of agency systems with UN-Info to simplify data entry, as part of a bigger effort to promote incentives for United Nations Sustainable Development Group entities and country teams to share and use information for ongoing collective planning, implementation, monitoring and course correction, and to position the United Nations strategically within the broader context of development stakeholders at the country level.
- 1.394 Expected progress towards the objective is presented in the performance measure below (see figure 1.XXXII).

Figure 1.XXXII

Performance measure: percentage of programme country Governments that “agree” that the United Nations development system provides integrated policy advice tailored to national needs and priorities



Legislative mandates

- 1.395 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	76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement

Economic and Social Council resolution³

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

Deliverables

1.396 Table 1.153 lists all deliverables of the programme.

Table 1.153

Resident coordinator system: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office, including on the contribution of the United Nations Sustainable Development Group to the Sustainable Development Goals	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
2. Meetings of the Fifth Committee	1	1	1	1
3. 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
4. United Nations Sustainable Development Group annual report on results achieved and resources used for Member States	1	1	1	1
Technical materials (number of materials)	285	283	322	315
5. Common country analyses (new or annual update) to inform United Nations planning, programming and contribution to country-level implementation of the 2030 Agenda for Sustainable Development	131	104	131	131
6. United Nations country team reports to the universal periodic review	29	20	48	45
7. Evaluations of United Nations Development Assistance Frameworks/United Nations Sustainable Development Cooperation Frameworks	35	40	12	8
8. Annual reports on joint United Nations country team results	90	119	131	131
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with Member States, regional organizations and the private sector on common action in support of development cooperation frameworks; substantive briefings to Member States (6).				
D. Communication deliverables				
Digital platforms and multimedia content: 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; support for the design and implementation of common back offices and common premises; timely issuance of Secretary-General's delegation of authority to newly appointed Resident Coordinators and monitoring of accountability key performance indicators.				
Legal services: negotiation and conclusion of the legal framework to create an authorizing environment for the reinvigorated resident coordinator system with host countries.				

³ 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.

B. Proposed post and non-post resource requirements for 2023

Overview

- 1.397 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in table 1.154.

Table 1.154

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Grants and contributions ^a	13 571.8	13 442.5	–	–	–	–	–	13 442.5
Total	13 571.8	13 442.5	–	–	–	–	–	13 442.5

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

- 1.398 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 2023, the Secretariat share of the cost-sharing arrangement for entities of the Sustainable Development Group will remain at \$13,442,500, proposed to be funded from the regular budget. This amount represents no change compared with the appropriation for 2022.
- 1.399 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](#)). As requested by the General Assembly in its resolution [72/279](#), the cost-sharing methodology was reviewed in 2021 as part of a comprehensive review of the reinvigorated resident coordinator system, including its funding arrangements.
- 1.400 For 2023, resources for the resident coordinator system include the special purpose trust fund and the locally mobilized resources. Under the special purpose trust fund, the resident coordinator system expects to collect a total of \$281.8 million of pooled funding, comprising \$155 million from voluntary contributions, \$77 million from the cost-sharing arrangement and \$50 million from the 1 per cent coordination levy. Under the locally mobilized resources, the resident coordinator system anticipates \$9.2 million of earmarked contributions to be received at the country level for activities financed by third parties that are mobilized locally for functions that go beyond the core focus of the special purpose trust fund. The distribution of the resources, which amounts to \$291,043,700 is reflected in tables 1.155 and 1.156.

Overview of resources of the resident coordinator system

Table 1.155

Financial resources by component

(Thousands of United States dollars)

Component	2021 expenditure	2022 estimate	Changes		2023 estimate
			Total	Percentage	
A. Executive direction and management	2 752.4	3 667.9	424.7	11.6	4 092.6
B. Programme of work					
1. Global coordination	15 569.2	16 706.5	(240.1)	(1.4)	16 466.4
2. Regional coordination	8 620.9	10 361.9	26.6	0.3	10 388.5
3. Country coordination ^a	166 663.3	247 802.9	1 138.3	0.5	248 941.2
Subtotal, B	190 853.4	274 871.3	924.8	0.3	275 796.1
C. Programme support	13 064.2	12 504.5	(1 349.5)	(10.8)	11 155.0
Total	206 670.0	291 043.7	–	–	291 043.7

^a Includes resources for the locally mobilized resources.

Table 1.156

Financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 estimate	Changes		2023 estimate
			Total	Percentage	
Post	135 487.7	177 792.6	(454.6)	(0.3)	177 338.0
Other staff costs	6 461.4	9 399.7	(2 111.5)	(22.5)	7 288.2
Hospitality	215.8	1 324.6	3.1	0.2	1 327.7
Consultants	12 653.8	23 289.6	(114.2)	(0.5)	23 175.4
Travel of staff	3 598.4	10 682.0	1 753.5	16.4	12 435.5
Contractual services	6 994.0	31 826.2	(4 508.6)	(14.2)	27 317.6
General operating expenses	36 252.1	33 671.7	1 988.2	5.9	35 659.9
Supplies and materials	310.3	1 996.9	115.5	5.8	2 112.4
Furniture and equipment	4 696.5	1 060.4	3 328.6	313.9	4 389.0
Total	206 670.0	291 043.7	–	–	291 043.7

- 1.401 The overall resource requirements for 2023 include \$281.8 million for the special purpose trust fund for the resident coordinator system and \$9.2 million for locally mobilized resources.
- 1.402 Resource requirements of \$281.8 million under the special purpose trust fund for 2023 are maintained at the same level as 2022 and include the cost-neutral redeployments among the objects of expenditure. The redeployments mainly reflect an increase of \$3.3 million under furniture and equipment, due mainly to the acquisition of vehicles for the resident coordinator offices; an increase of \$2.0 million under general operating expenses to cover increased costs of rental, utilities and maintenance of facilities; an increase of \$1.8 million under travel of staff in the light of the easing of global travel restrictions. These are offset by decreases in other objects of expenditures, primarily under contractual services (\$4.5 million), as a result of efficiencies created by streamlined systems

Part I Overall policymaking, direction and coordination

including the phased transition of operational services from UNDP to Secretariat entities, in line with the management reform agenda of the Secretary-General, and reduced provisions of \$2.1 million for other staff costs reflecting the increased recruitment and onboarding of staff.

- 1.403 The locally mobilized resources in the amount of \$9.2 million are distributed across the following objects of expenditure: other staff costs (\$4.6 million), consultants (\$2.8 million), travel of staff (\$0.9 million), and operating expenses (\$0.9 million).
- 1.404 The estimated number of posts for the special purpose trust fund in 2023 is reflected in table 1.157. The estimated number of posts reflects a net increase of 20 posts compared with the 2022 estimates. The estimates for post resources are based on UNDP standard costs. The Secretariat will, in the next budget cycle, apply United Nations-specific standard costs.

Table 1.157
Post resources by component for 2023

(Number of posts)

	<i>Professional and higher</i>									<i>General Service and related</i>		<i>National staff</i>		<i>Total</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>	
2022 estimates	–	3	40	85	111	162	23	–	424	8	5	414	402	1 253
2023 estimates														
A. Executive direction and management	–	1	1	–	3	4	3	–	12	2	1	–	–	15
B. Programme of work														
1. Global coordination	–	–	–	2	10	18	13	–	43	–	3	–	–	46
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	2	48	68	91	129	2	–	340	–	–	413	396	1 149
Subtotal, B	–	2	53	71	109	160	21	–	416	–	3	413	404	1 236
C. Programme support	–	–	–	1	3	8	3	–	15	6	1	–	–	22
Total 2023 estimates	–	3	54	72	115	172	27	–	443	8	5	413	404	1 273
Change	–	–	14	(13)	4	10	4	–	19	–	–	(1)	2	20

Table 1.158
Distribution of resources by component

(Percentage)

<i>Component</i>	<i>2022 estimate</i>	<i>2023 estimate</i>
A. Executive direction and management	1.3	1.4
B. Programme of work		
1. Global coordination	5.7	5.7
2. Regional coordination	3.6	3.6
3. Country coordination	85.1	85.5
Subtotal, B	94.4	94.8
C. Programme support	4.3	3.8
Total	100.0	100.0

Budget by component

Executive direction and management

- 1.405 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 123 Development Coordination Office staff. One P-3 post was added to further strengthen the coordination, tasking and liaison functions between the Office of the Assistant Secretary-General, other departments, and other agencies, funds and programmes. The distribution of resources is reflected in tables 1.159 and 1.160.
- 1.406 The extrabudgetary resources under this component are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

Table 1.159

Resource requirements: executive direction and management

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2022 estimate	2023 estimate	Variance	2022 estimate	2023 estimate
Post	2 973.3	3 313.0	339.7	14	15
Non-post	694.6	779.6	85.0	—	—
Total	3 667.9	4 092.6	424.7	14	15

Table 1.160

Requirements by object of expenditure: executive direction and management

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 estimate	2023 estimate	Variance
Post	1 939.2	2 973.3	3 313.0	339.7
Other staff costs	481.4	424.2	298.4	(125.8)
Hospitality	—	8.0	8.0	—
Consultants	253.3	75.0	136.8	61.8
Travel of staff	75.7	104.6	158.1	53.5
Contractual services	0.3	37.5	6.5	(31.0)
General operating expenses	2.5	45.3	167.3	122.0
Furniture and equipment	—	—	4.5	4.5
Total	2 752.4	3 667.9	4 092.6	424.7

Programme of work

1.407 The distribution of resources under programme of work (global, regional and country coordination) is reflected in tables 1.161 and 1.162.

Table 1.161

Resource requirements: programme of work

(Thousands of United States dollars/number of posts)

	Resources			Posts	
	2022 estimate	2023 estimate	Variance	2022 estimate	2023 estimate
Global coordination	16 706.5	16 466.4	(240.1)	43	46
Regional coordination	10 361.9	10 388.5	26.6	35	41
Country coordination	247 802.9	248 941.2	1 138.3	1 141	1 149
Total	274 871.3	275 796.1	924.8	1 219	1 236

Table 1.162

Requirements by object of expenditure: programme of work

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 estimate	2023 estimate	Variance
Post	130 210.6	171 085.0	169 635.0	(1 450.0)
Other staff costs	5 141.5	7 996.0	6 258.5	(1 737.5)
Hospitality	215.8	1 316.6	1 319.7	3.1
Consultants	12 005.2	23 182.6	22 958.5	(224.1)
Travel of staff	3 508.4	10 439.1	12 122.4	1 683.3
Contractual services	5 339.3	31 076.1	27 287.8	(3 788.3)
General operating expenses	29 533.3	27 104.6	29 796.3	2 691.7
Supplies and materials	309.6	1 956.9	2 072.4	115.5
Furniture and equipment	4 589.7	714.4	4 345.5	3 631.1
Total	190 853.4	274 871.3	275 796.1	924.8

Global coordination

1.408 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. The following three posts were added in the Policy and Programming Branch to further strengthen the existing capacities: two P-4 posts to provide an integrated analytical framework on the system-wide reporting requirement on the sustainable development goals and to provide support on the climate and food systems, and one P-3 post in support of the country-level pooled funds approach and strategies.

1.409 The distribution of resources for global coordination is reflected in tables 1.163 and 1.164.

Table 1.163

Resource requirements: global coordination

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2022 estimate	2023 estimate	Variance	2022 estimate	2023 estimate
Post	8 870.0	10 082.5	1 212.5	43	46
Non-post	7 836.5	6 383.9	(1 452.6)	–	–
Total	16 706.5	16 466.4	(240.1)	43	46

Table 1.164

Requirements by object of expenditure: global coordination

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 estimate	2023 estimate	Variance
Post	9 344.4	8 870.0	10 082.5	1 212.5
Other staff costs	970.2	1 718.8	1 041.9	(676.9)
Consultants	2 651.0	1 977.5	2 098.6	121.1
Travel of staff	218.8	334.0	724.0	390.0
Contractual services	1 302.3	3 442.5	1 277.9	(2 164.6)
General operating expenses	1 053.4	349.4	1 226.5	877.1
Supplies and materials	(4.0)	–	15.0	15.0
Furniture and equipment	33.1	14.3	–	(14.3)
Total	15 569.2	16 706.5	16 466.4	(240.1)

Regional coordination

1.410 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 and liaison activities of the offices in the regions, six posts were added: five posts (1 D-1, 1 P-4, 1 P-3 and 2 LL) in the regional office for Africa and one P-4 in the regional office for Asia and the Pacific.

1.411 The distribution of resources for regional coordination is reflected in tables 1.165 and 1.166.

Table 1.165

Resource requirements: regional coordination

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2022 estimate	2023 estimate	Variance	2022 estimate	2023 estimate
Post	7 014.3	7 118.1	103.8	35	41
Non-post	3 347.6	3 270.4	(77.2)	–	–
Total	10 361.9	10 388.5	26.6	35	41

Table 1.166
Requirements by object of expenditure: regional coordination
(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>
Post	6 285.3	7 014.3	7 118.1	103.8
Other staff costs	947.2	928.7	607.9	(320.8)
Hospitality	–	16.6	24.0	7.4
Consultants	180.5	708.5	594.7	(113.8)
Travel of staff	304.4	485.2	919.9	434.7
Contractual services	43.5	326.6	194.2	(132.4)
General operating expenses	752.9	777.7	722.4	(55.3)
Supplies and materials	5.5	6.5	52.1	45.6
Furniture and equipment	101.6	97.8	155.2	57.4
Total	8 620.9	10 361.9	10 388.5	26.6

Country coordination

1.412 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 eight, reflecting the net effect of the addition of four P-5 and five P-4 posts and the reduction of one National Professional Officer post, in accordance with the alignment of the staffing table with the standard post structure for each office.

1.413 The distribution of resources for country coordination is reflected in tables 1.167 and 1.168.

Table 1.167
Resource requirements: country coordination
(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>
Post	155 200.7	152 434.4	(2 766.3)	1 141	1 149
Non-post	92 602.2	96 506.8	3 904.6	–	–
Total	247 802.9	248 941.2	1 138.3	1 141	1 149

Table 1.168
Requirements by object of expenditure: country coordination
(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>
Post	114 580.9	155 200.7	152 434.4	(2 766.3)
Other staff costs	3 224.1	5 348.5	4 608.7	(739.8)
Hospitality	215.8	1 300.0	1 295.7	(4.3)

Section 1 Overall policymaking, direction and coordination

<i>Object of expenditure</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>
Consultants	9 173.7	20 496.6	20 265.2	(231.4)
Travel of staff	2 985.2	9 619.9	10 478.5	858.6
Contractual services	3 993.5	27 307.0	25 815.7	(1 491.3)
General operating expenses	27 727.0	25 977.5	27 847.4	1 869.9
Supplies and materials	308.1	1 950.4	2 005.3	54.9
Furniture and equipment	4 455.0	602.3	4 190.3	3 588.0
Total	166 663.3	247 802.9	248 941.2	1 138.3

Programme support

1.414 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. Two posts were added to the Branch, including one P-4 post to support increasing oversight and reporting requirements, as well as the management of the trust fund for locally mobilized resources, and one P-3 post to provide policy support for conduct and discipline matters and on the performance management of the resident coordinator system.

1.415 The distribution of resources for programme support is reflected in tables 1.169 and 1.170.

Table 1.169

Resource requirements: programme support

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>
Post	3 734.3	4 390.0	655.7	20	22
Non-post	8 770.2	6 765.0	(2 005.2)	—	—
Total	12 504.5	11 155.0	(1 349.5)	20	22

Table 1.170

Requirements by object of expenditure: programme support

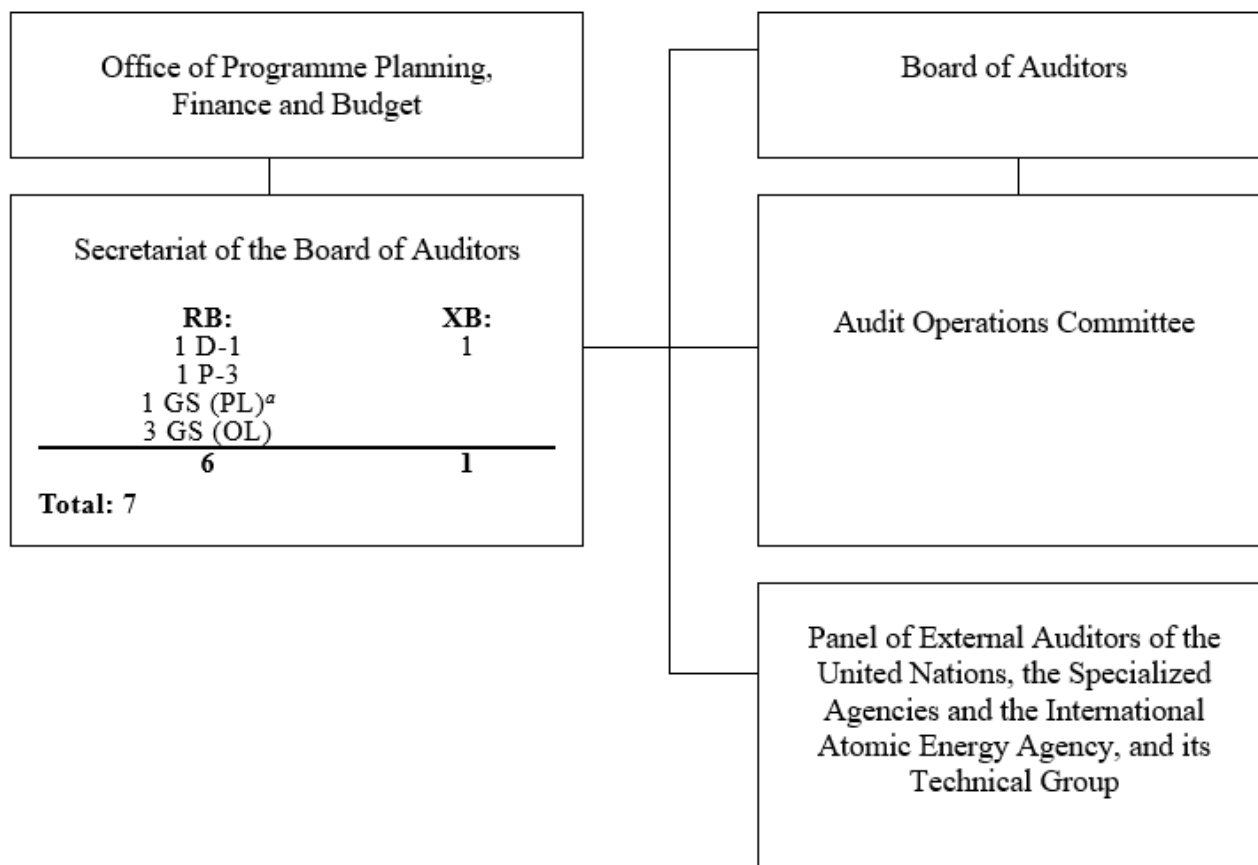
(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Change</i>
Post	3 337.9	3 734.3	4 390.0	655.7
Other staff costs	838.5	979.5	731.3	(248.2)
Consultants	395.3	32.0	80.1	48.1
Travel of staff	14.3	138.3	155.0	16.7
Contractual services	1 654.4	712.6	23.3	(689.3)
General operating expenses	6 716.3	6 521.8	5 696.3	(825.5)
Supplies and materials	0.7	40.0	40.0	—
Furniture and equipment	106.8	346.0	39.0	(307.0)
Total	13 064.2	12 504.5	11 155.0	(1 349.5)

Annex I

Organizational structure and post distribution for 2023

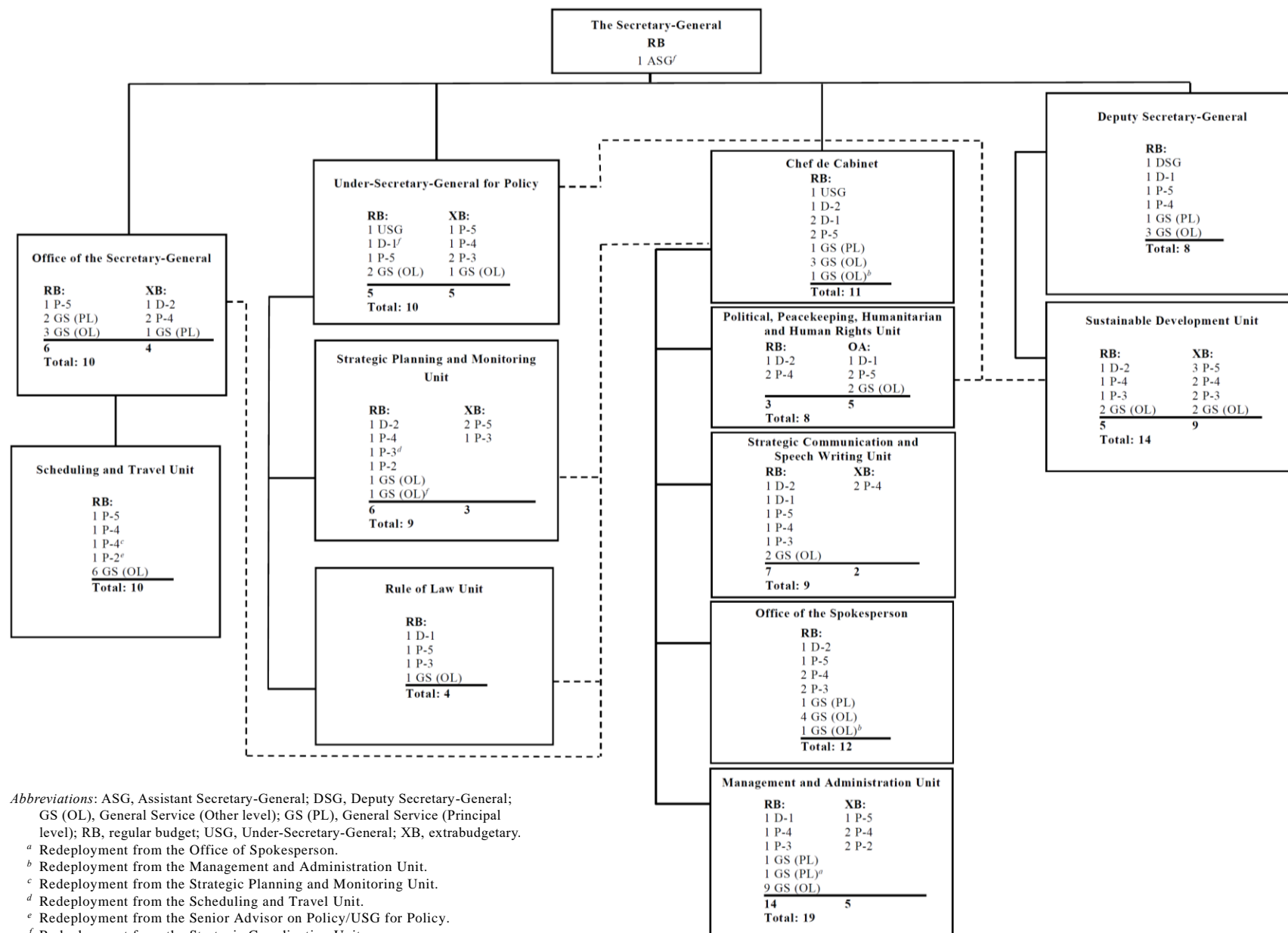
A. Board of Auditors



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

^a Reclassification of 1 GS (OL) to GS (PL).

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 Spokesperson.

^b Redeployment from the Management and Administration Unit.

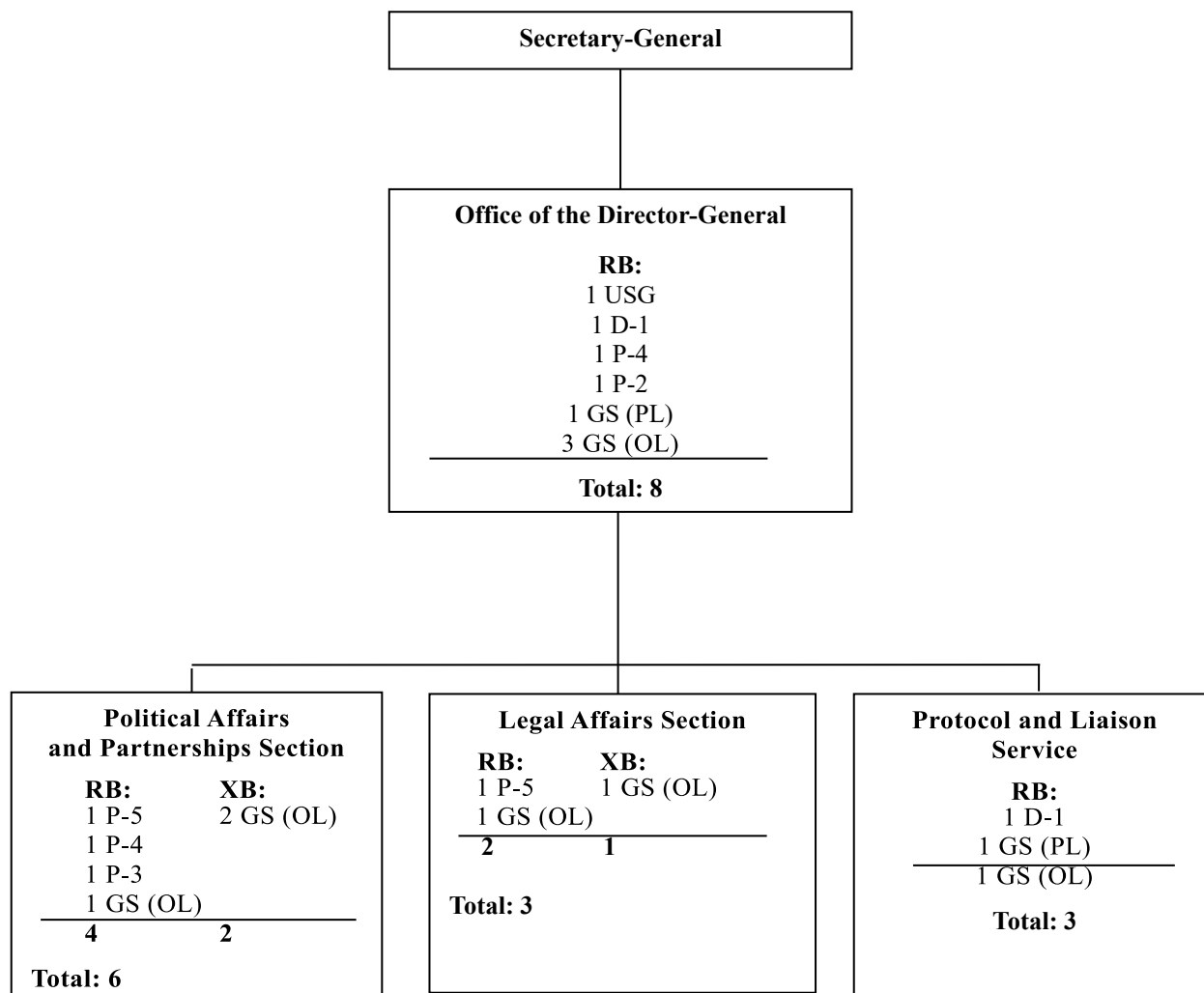
^c Redeployment from the Strategic Planning and Monitoring Unit.

^d Redeployment from the Scheduling and Travel Unit.

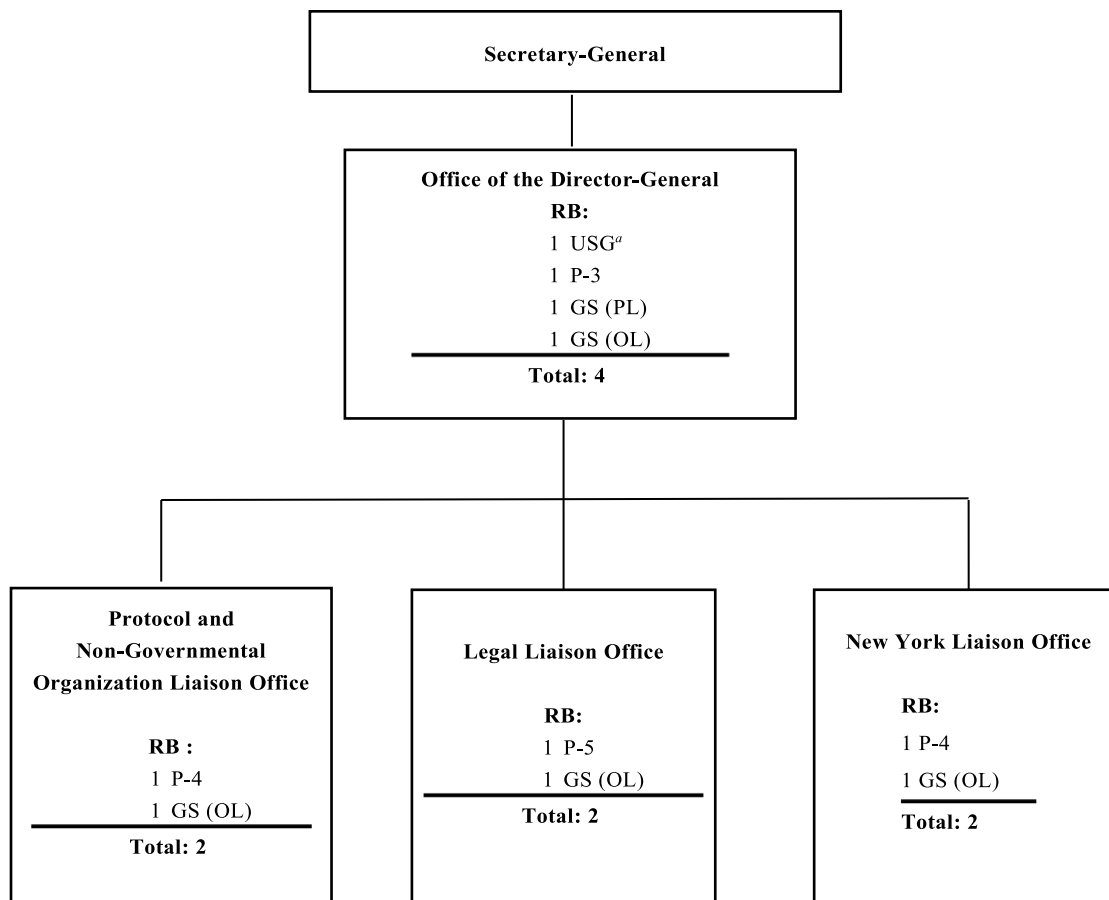
^e Redeployment from the Senior Advisor on Policy/USG for Policy.

^f Redeployment from the Strategic Coordination Unit.

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



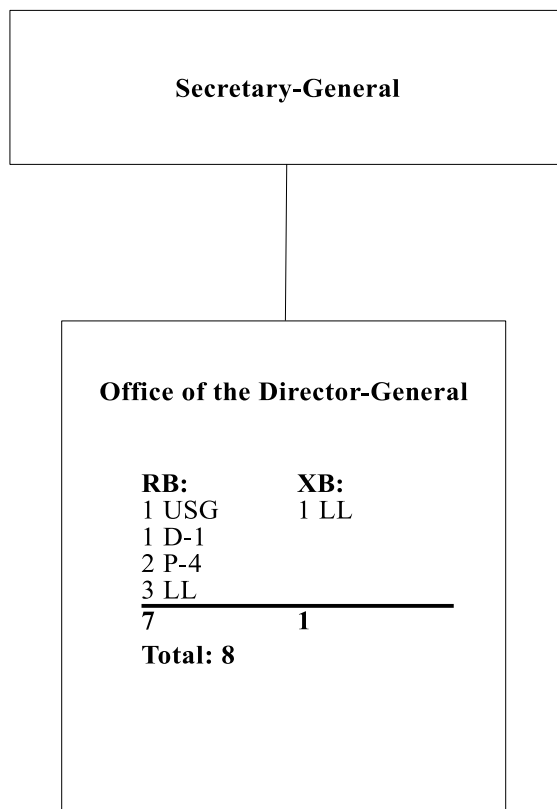
Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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

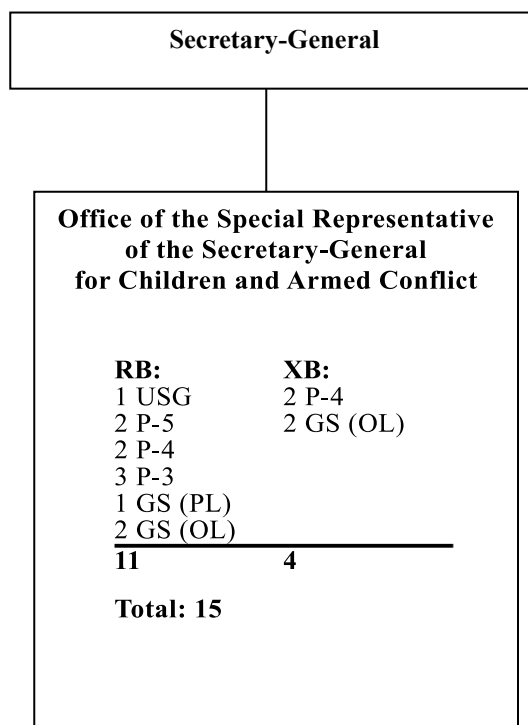
Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General.

^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

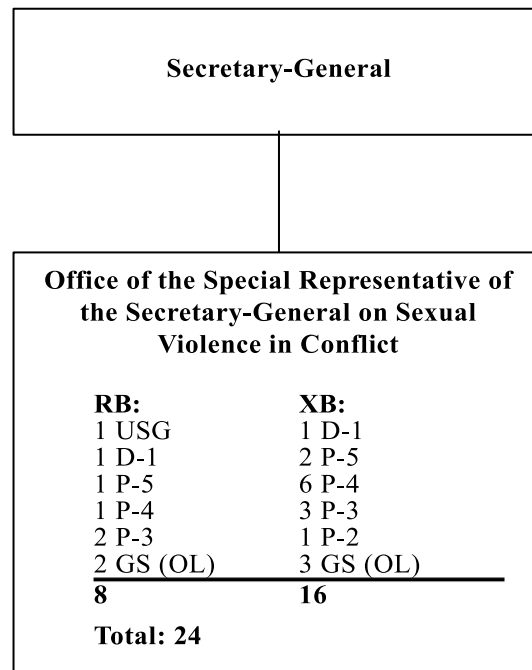


Abbreviations: LL (Local level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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

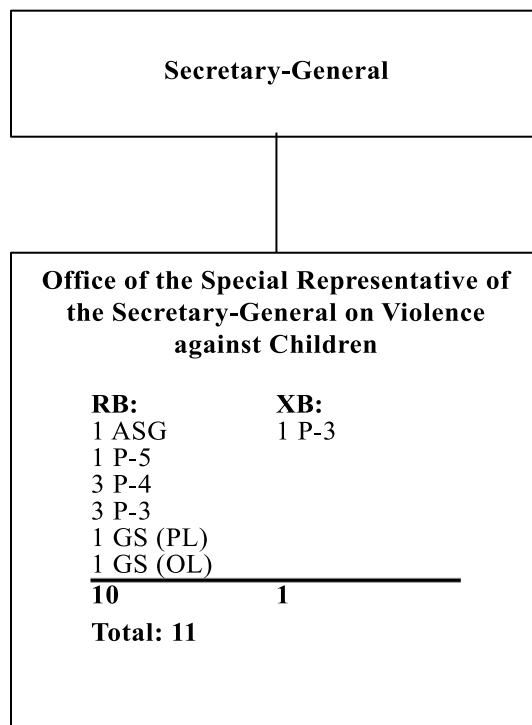
Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level);
RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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



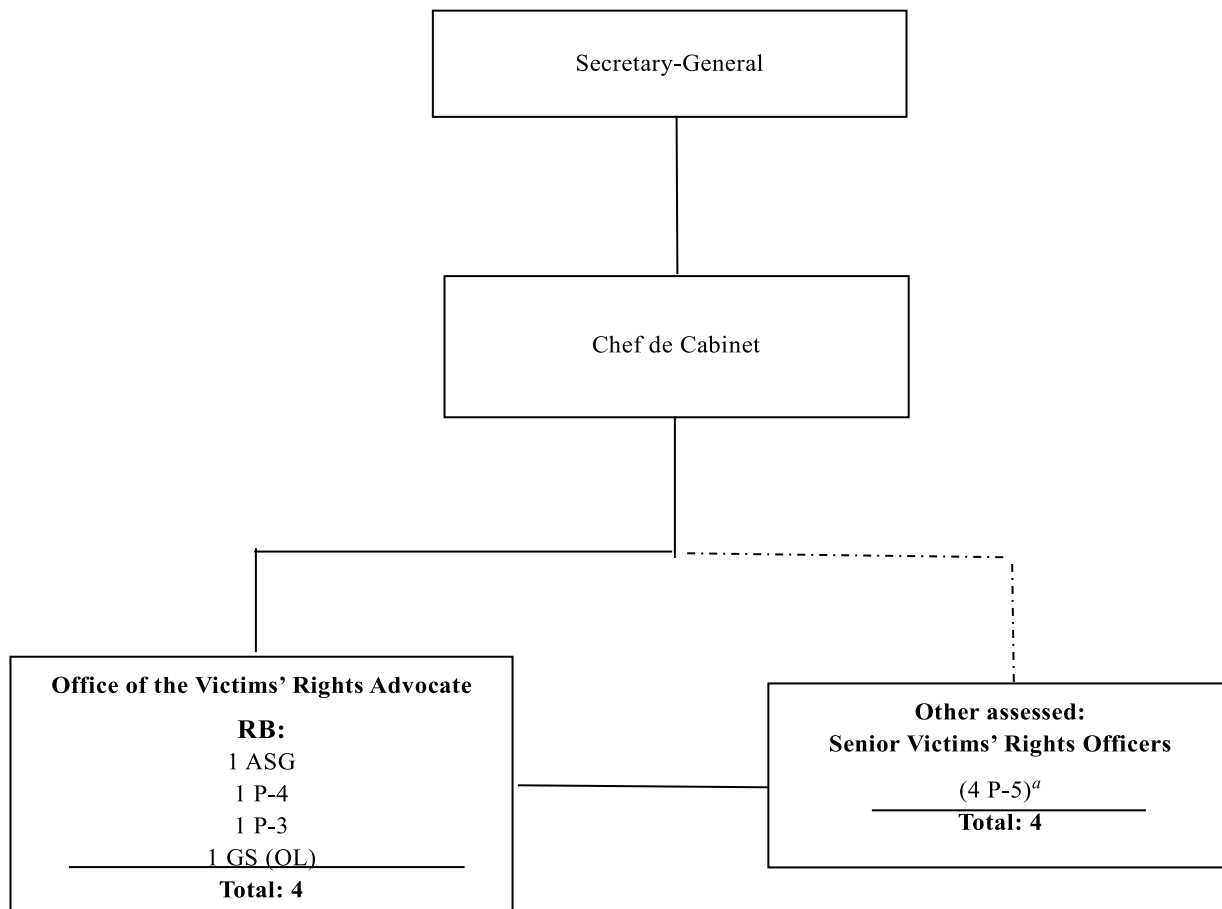
Abbreviations: GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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.

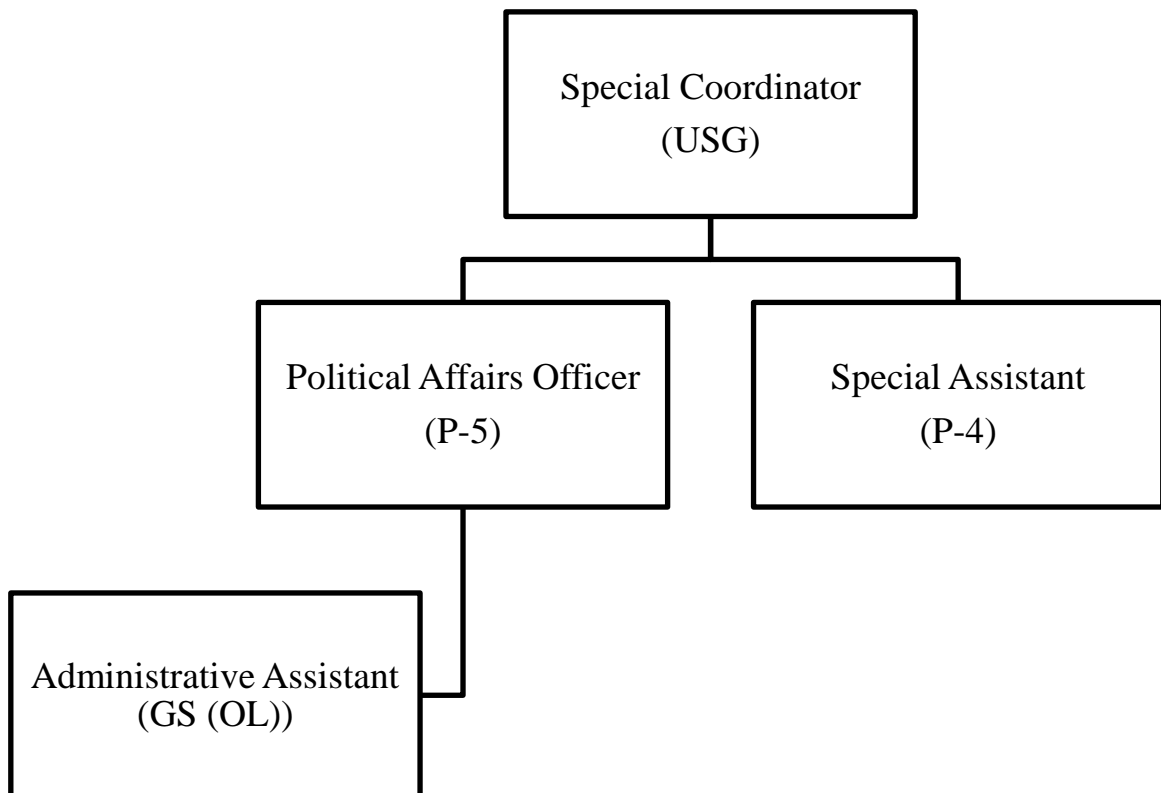
I. Office of the Victims' Rights Advocate



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

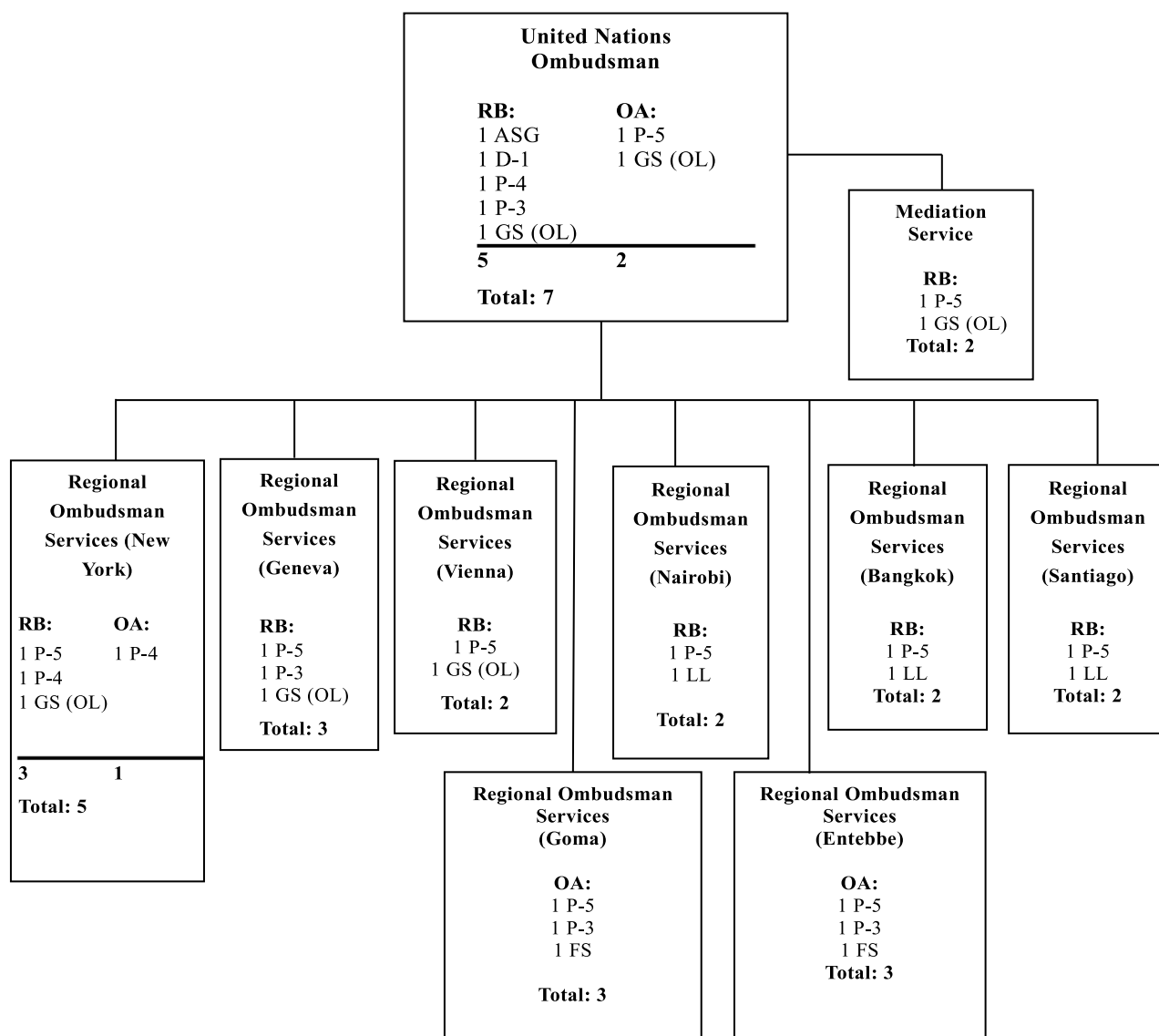
^a Four Senior Victims' Rights Officer posts/positions, reflected under the following individual peacekeeping and special political missions: the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations Mission in South Sudan, the United Nations Integrated Office in Haiti and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic.

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

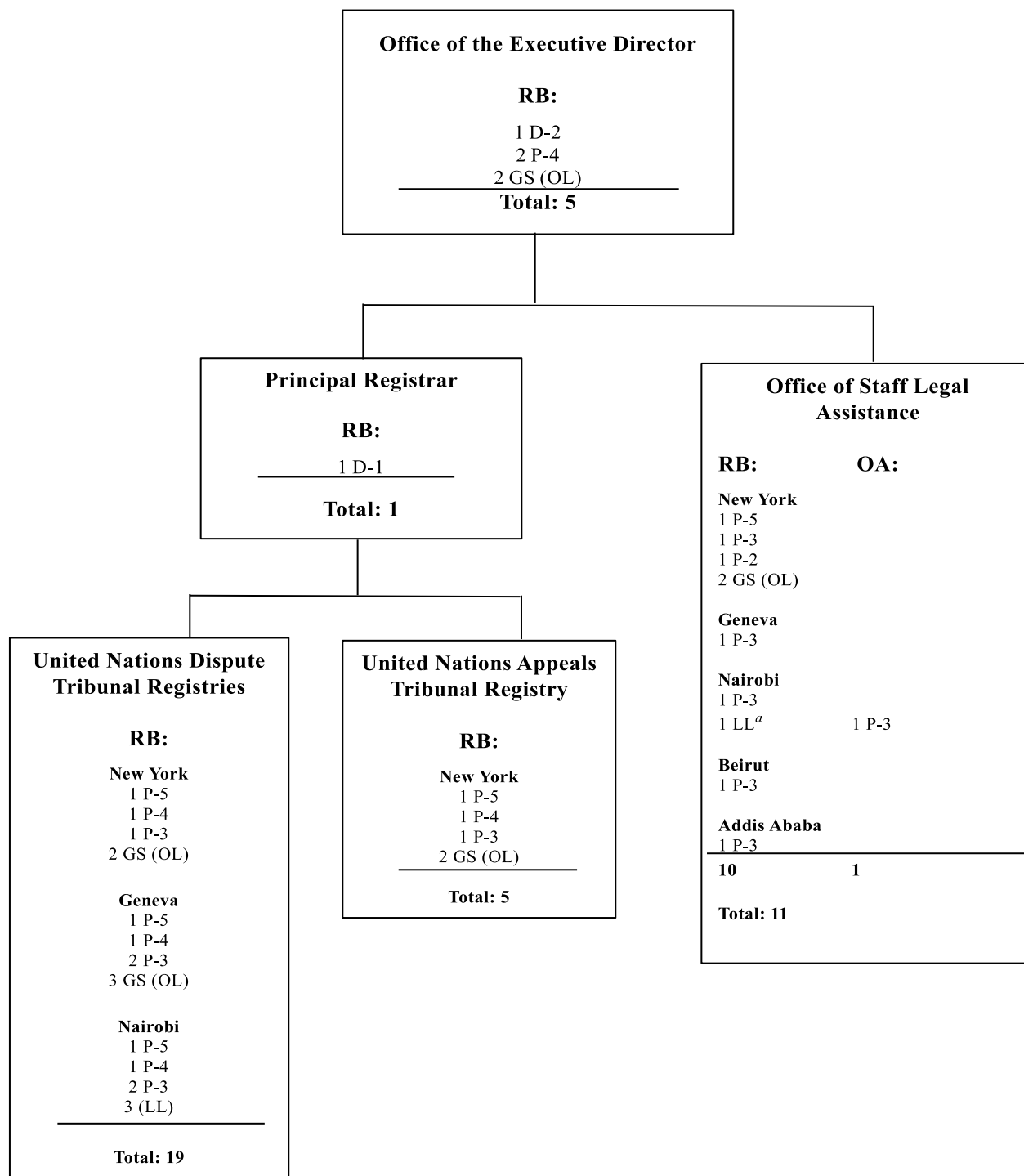


Abbreviations: GS (OL), General Service (Other level); USG, Under-Secretary-General.

K. Office of the United Nations Ombudsman and Mediation Services



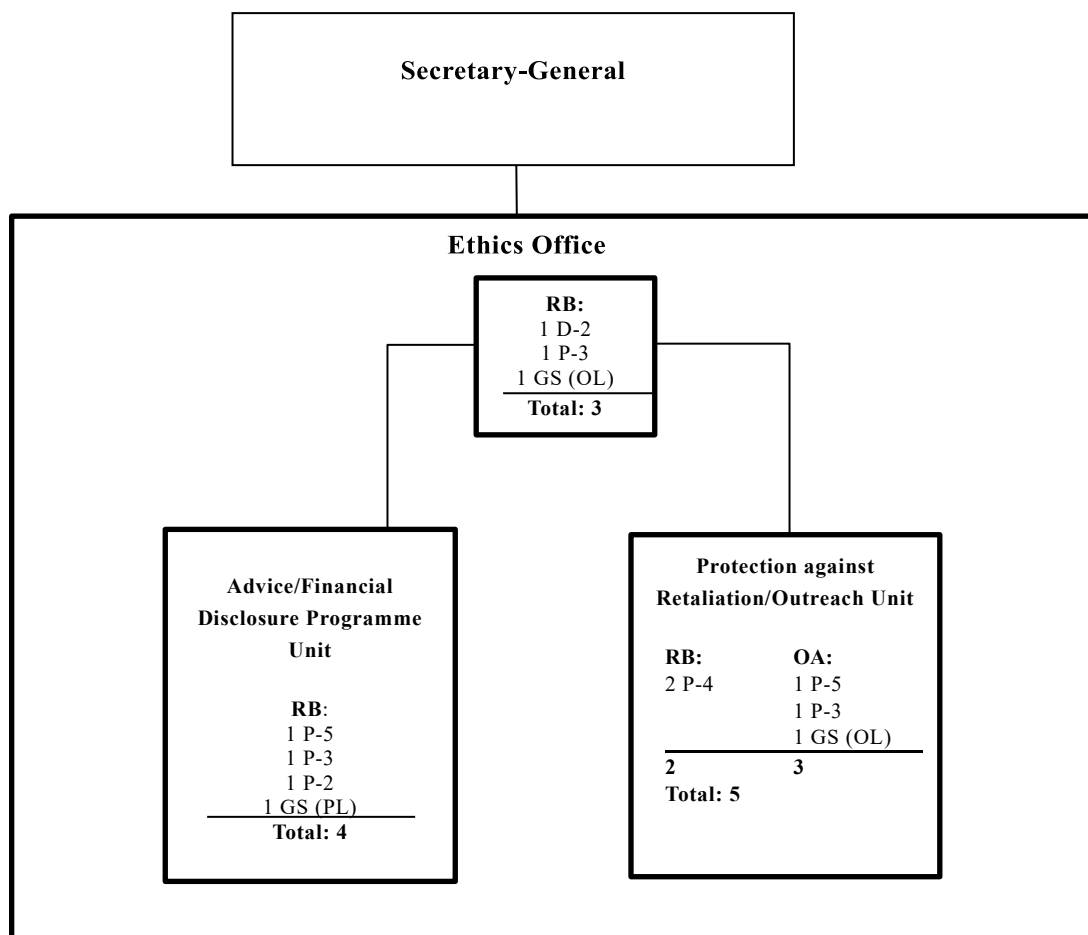
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget; XB, extrabudgetary.

L. Office of Administration of Justice

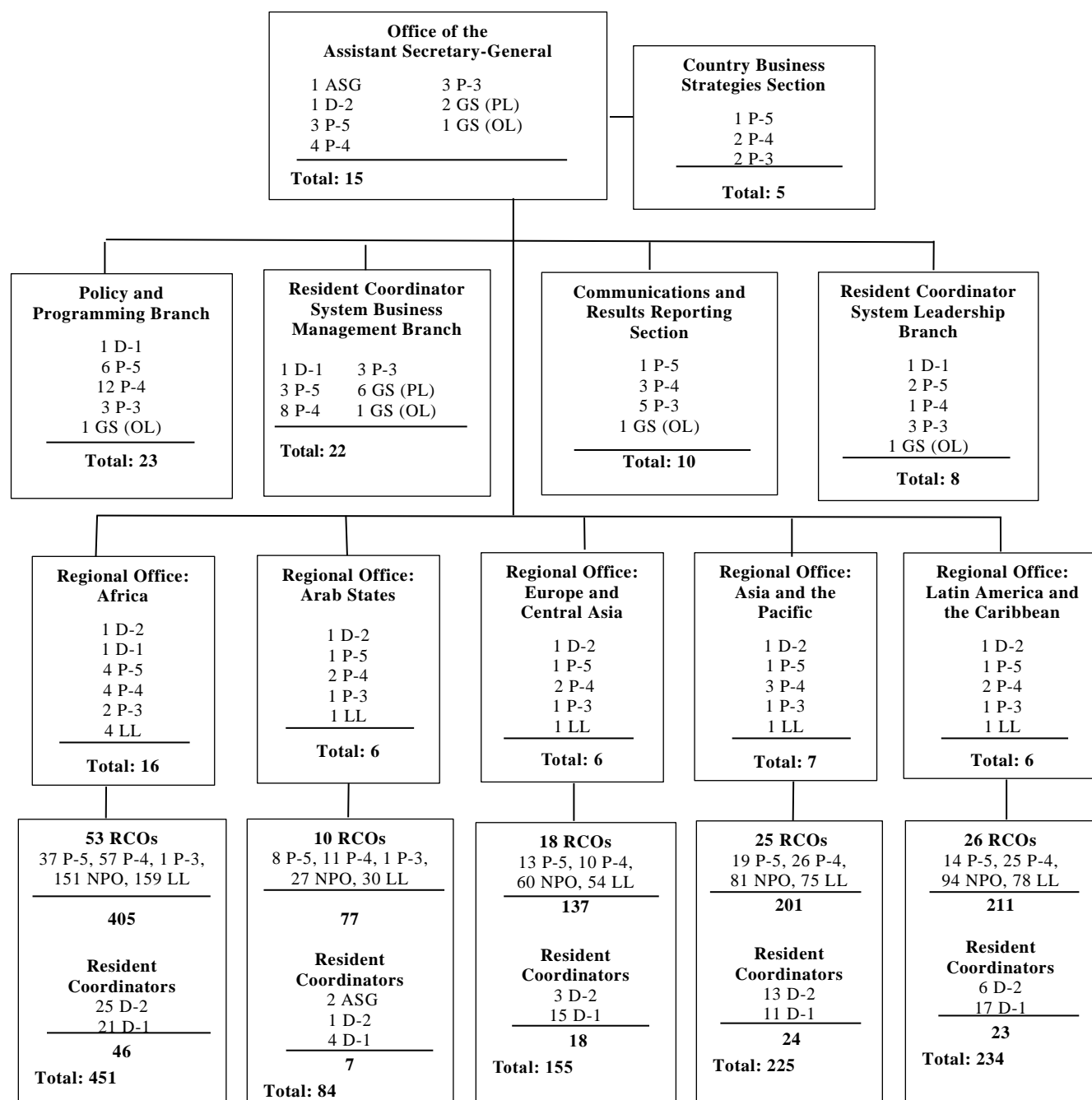
Abbreviations: GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget.

^a Redeployment from New York to Nairobi.

M. Ethics Office



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

N. 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 2023. 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 advisory and oversight bodies

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

Brief description of the recommendation

Action taken to implement the recommendation

General Assembly resolution on the proposed programme budget for 2022 (resolution [76/245](#))

Takes note of paragraph I.15 of the report of the Advisory Committee, and requests the Secretary-General to examine the need to reclassify the three posts, in close consultation with the Advisory Committee, and to report thereon in the next budget proposal (para. 36).

The proposed budget for the Advisory Committee includes the request to reclassify the three posts.

Resident coordinator system

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions ([A/76/7](#))

The Advisory Committee trusts that the Secretary-General will 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 2022. The Committee reiterates its recommendation 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, along with the explanation of variances in the context of future budget submissions (see also [A/75/7](#), para. I.27) (para. I.20).

The information on expenditure by object of expenditure is included in the present report under tables 1.156, 1.160, 1.162, 1.164, 1.166, 1.168 and 1.170.

The Advisory Committee notes the shift of resources away from country-level coordination and is of the view that greater efforts should be made to enhance the country-level presence. The Committee trusts that further justifications will be provided to the General Assembly at the time of its consideration of the present report and an update will be included in the next budget submission (see also paras. I.27, I.28 and I.35 below) (para. I.24).

The \$4.7 million reduction in the country coordination component in the 2022 budget fascicle was a net effect of an increase of \$11.3 million under posts and a decrease of \$16.0 million under non-posts that was due primarily to the reduction in the cost of “contractual services” and “consultants” and reduced demand for travel globally. The nature of the Development Coordination Office regional teams is to provide country-level support, and the increased posts in Programme Support and the Executive Direction and Management components at Headquarters also largely support country-level operations and the resource mobilization efforts for the whole resident coordinator system. Therefore, the net reduction does not mean a shift in focus or the priorities of the resident coordinator system, which continues to

The Advisory Committee notes that a standardized approach has been taken as regards the staffing of each resident coordinator office irrespective of country needs or regional coverage and the presence of other entities on the ground. The Committee is of the view that the resident coordinator system should also leverage the administrative and technical support services of the United Nations headquarters and offices away from headquarters on a cost recovery basis and trusts that additional information regarding the approach of the resident coordinator system, and the cooperation with the headquarters and other entities, will be provided in the context of the next programme budget submission (see para. I.35 below) (para. I.27).

The Advisory Committee recommends that the General Assembly request the Secretary-General to take further measures to ensure an equitable representation of Member States in the resident coordinator system at the global, regional and national levels. The Committee also recommends that the Assembly request the Secretary-General to ensure the equal treatment of internal and external candidates in recruitment

coordinate and leverage the United Nations development system to support programme countries in the implementation of the 2030 Agenda.

The vision of the Secretary-General for the United Nations development system reform, as outlined in his report on repositioning the United Nations development system to deliver on the 2030 Agenda (A/72/684-E/2018/7), cites the need for a minimum capacity of five substantive staff members in each resident coordinator office, including experts in coordination and strategic planning, economics, tailored policy support, results monitoring and evaluation, and strategic partnerships.

As noted in the same report, the Secretary-General proposed that an integrated communications structure be formed by co-locating and merging the country offices of the United Nations information centres with resident coordinator offices in nearly 50 countries. Since the reform, 44 such centres have been integrated with resident coordinator offices, where the communications and advocacy functions of the resident coordinator offices are performed by United Nations information centre staff. This has enabled the resident coordinator offices to leverage the substantial experience and extensive networks of the United Nations information centres and good linkages to national-level stakeholders and United Nations Headquarters without recruiting separate resident coordinator offices communications officers.

In addition, the resident coordinator system has been leveraging the administrative support services of political missions in 16 in situ pilot countries and of the United Nations Office at Nairobi since 2020, and of the United Nations Office at Geneva, the Economic and Social Commission for Western Asia (ESCWA), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Latin America and the Caribbean (ECLAC) and the Global Service Centre in Brindisi, Italy, since 2021, for a range of human resources, financial, travel, property and operational services for resident coordinator offices on a cost recovery basis.

The Development Coordination Office attaches great importance to achieving and maintaining a diverse workforce of the resident coordinator system. As of the end of March 2022, 107 nationalities were represented within the 365-person core international professional workforce of the resident coordinator system.

Section 1 Overall policymaking, direction and coordination

Brief description of the recommendation

processes, in accordance with General Assembly resolutions and the United Nations rules, regulations and processes governing the recruitment of staff. The Advisory Committee will review recruitment matters further in the context of its forthcoming reports on human resources management (para. I.29).

The Advisory Committee notes the transition process from service provision by UNDP and trusts that information regarding the costs recovered by the Secretariat will be provided to the General Assembly at the time of its consideration of the proposed programme budget for 2022. The Committee also recommends that the Assembly request the Secretary-General to provide, in his next budget submission, an update regarding the global memorandum of understanding with UNDP, and comprehensive and more transparent information on the different cost recovery arrangements with different entities, including the Secretariat, the resources required for delivering those services and any savings and efficiencies achieved (para. I.31).

Action taken to implement the recommendation

Internal and external candidates have always been treated equally in both the system inherited from the United Nations Sustainable Development Group and the revamped resident coordinator selection system. In May 2020, the Development Coordination Office launched a consultation process with the United Nations Sustainable Development Group entities, on how to enhance the resident coordinator selection system while ensuring continued alignment with the Staff Regulations and Rules of the United Nations. The results of this process have been encapsulated in a new policy ([ST/AI/2022/1](#)) specifically focused on resident coordinator selection. The new policy continues to treat internal and external candidates equally when they apply for membership in the resident coordinator pool.

In January 2022, the revised service level agreements were concluded and signed with all service providers for the next phase service transition, including UNDP, the United Nations Office at Nairobi, the United Nations Office at Geneva, ESCWA, ESCAP and ECLAC. This new phase will be the deepest transition in terms of changing the status quo for the financial and people management processes of the resident coordinator offices. It also represents an additional reduction of the volume of UNDP services to a projected \$42 million in 2022, down from the \$60.2 million in 2021, with an expected completion in the transition of human resources, procurement and other non-location dependent operational services by early July 2022.

The service transitions from UNDP to Secretariat service providers resulted in savings and cost avoidance of an estimated \$11 million for the resident coordinator system's special purpose trust fund resources in 2021, up from \$4.6 million in savings in 2020.

In 2021, an estimated \$2.3 million in resources was required by United Nations Secretariat service providers to provide administrative support to the resident coordinator system.

Brief description of the recommendation

The Advisory Committee notes that although resources are destined to remain within the programme budgets at the country level and to be used for additional activities under the programme in the host country, there is a reduction of \$4.7 million under country coordination, and trusts that further justifications will be provided to the General Assembly during the consideration of the present report (see para. I.24 above). The Committee recommends that the General Assembly request the Secretary-General to provide, in the next programme budget submission, updated information on the coordination efforts of the resident coordinator system, including efforts to enhance efficiency gains at the regional and national levels, in particular from business operations and common resource provision (para. I.35).

Action taken to implement the recommendation

The business operations strategy, common back offices and global service centres all form part of the United Nations global shared service architecture, each covering a distinct set of services: the business operations strategy and common back office target in-country, local shared services that must be executed locally. Global shared service centres, meanwhile, target global services that can be provided from anywhere in the world.

The resident coordinator system's mandate is focused on delivering the 2030 Agenda at the country level. As such, the resident coordinator system engagement is primarily focused on the country level initiatives such as the business operations strategy, common premises and common back offices, and less so on the global shared service centres.

The United Nations retains the commitment to the original intent of achieving annual efficiency gains of \$310 million, while also acknowledging that the experience and evidence gathered show a need to simplify and adjust the prioritization of targets for some of the projects, such as the local shared service centres and common premises projects. This includes a need to adjust the timelines of these two projects to adjust for delays incurred due, in large part, to the pandemic and more fully include additional reform efforts, such as those related to global support services, to fully capture the efficiency gains of the system. Furthermore, executive-level engagement and support for the implementation of the projects remain crucial if the objectives of these efficiency initiatives are to be achieved within the time frames identified.

Examples of initiatives being explored to achieve greater efficiency include scaling of the following global shared services: passenger mobility, carpooling, accommodation, and medical services provided through the United Nations booking hub (a platform for requesting and managing services); supply chain services, including placing, receiving and managing requests utilizing the service marketplace platform; human resource services, including onboarding and offboarding, leveraging the One United Nations human resources centre in Bonn, Germany; supplier/vendor creation sourcing and management of central database; and procurement services, exploration of broader usage of the UNOPS "Web Buy" platform for procurement sourcing.

Annex III

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

<i>Component</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	(2) 2 (1) 1	P-4 P-5 GS (OL) GS (PL)	Reclassification of 2 posts of Administrative Officer (P-4) to Senior Administrative Officer (P-5) Reclassification of 1 post of Meetings Services Assistant (GS (OL)) to Senior Meeting Services Assistant (GS (PL))	The proposed reclassification is in line with the request of the General Assembly contained in its resolution 76/245 , and reflects the outcome of consultations with the Advisory Committee wherein it was determined that the proposals were valid and appropriate given the increase in workload complexity, breadth of analyses and expanded administrative support requirements necessary to service the work of the Committee. The Committee continues to consistently experience longer and more complex executive sessions requiring an enhanced level of technical expertise and preparation by the Secretariat, both in terms of preparatory analysis on a broad range of issues and meetings services. The reclassifications of the P-4 posts thus reflect primarily the requirement for a higher level of experience and knowledge to provide enhanced drafting outputs and preparatory analysis, substantive and technical advice and support to the deliberations of the Committee, on matters of increased complexity, including requests for resources, reform proposals, policy proposals and cross-cutting issues. The reclassification of the Meetings Services Assistant post is in support of the logistic and administrative capacity required to support the work of the Advisory Committee, reflecting the additional complexity of coordination in scheduling and servicing the meetings of the Committee.
Board of Auditors (including its secretariat)	(1) 1	GS (OL) GS (PL)	Reclassification of 1 post of Administrative Assistant (GS (OL)) to Senior Administrative Assistant (GS (PL))	The proposed reclassification would strengthen the secretariat's support to the Board of Auditors. The upward reclassification reflects the increased requirements for administrative support to the Board of Auditors, in particular in the processing and submission of the Board's reports, being the focal point for all of the technology needs of the office and for information technology access issues, to support the Executive Secretary in the preparation, implementation and monitoring of the Office's budget, and for recruitment activities and other administrative support to the sessions of the Board.
Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	4	USG; 1 P-5, 1 P-4 and 1 GS (OL)	Conversion of 4 posts of Special Coordinator (USG); 1 Senior Political Affairs Officer (P-5); 1 Political Affairs Officer (P-4) and 1 Administrative Assistant GS (OL)	The proposed conversion of the four posts, previously funded from extrabudgetary resources to the regular budget, follows a review of the current funding arrangements, the anticipated decrease in extrabudgetary funds and the need to ensure a more sustainable funding arrangement. The conversion would also ensure continuity of the important role played by the Special Coordinator and his/her Office on strengthening the United Nations response to sexual exploitation and abuse.
Office of Administration of Justice	(1) 1	GS (OL) LL	Redeployment of 1 post of Staff Assistant from New York to Nairobi	The proposed redeployment would support the Office of Staff Legal Assistance in Nairobi in dealing with the increased workload and servicing of staff in the region.

Annex IV

Overview of financial and post resources by component and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Other assessed			Extrabudgetary			Total		
	2022 appropriation	2023 estimate (before recosting)	Variance	2022 estimate	2023 estimate	Variance	2022 estimate	2023 estimate	Variance	2022 estimate	2023 estimate	Variance
Financial resources												
I. Policymaking organs												
1. General Assembly	—	—	—	—	—	—	—	—	—	—	—	—
(a) Travel of representatives of Member States that are least developed countries	1 336.2	1 336.2	—	—	—	—	—	—	—	1 336.2	1 336.2	—
(b) Presidents of the General Assembly	218.2	218.2	—	—	—	—	1 935.5	2 989.6	1 054.1	2 153.7	3 207.8	1 054.1
(c) Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly	1 228.1	1 228.1	—	—	—	—	—	—	—	1 228.1	1 228.1	—
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	6 562.7	6 633.7	71.0	786.7	801.2	14.5	—	—	—	7 349.4	7 434.9	85.5
3. Committee on Contributions	341.7	341.7	—	—	—	—	—	—	—	341.7	341.7	—
4. Board of Auditors (including its secretariat)	3 943.4	3 784.8	(158.6)	4 257.1	3 863.7	(393.4)	6 300.7	6 288.8	(11.9)	14 501.2	13 937.3	(563.9)
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)	5 410.0	5 378.4	(31.6)	—	—	—	3 238.6	3 238.6	—	8 648.6	8 617.0	(31.6)
6. Committee for Programme and Coordination	438.2	544.0	105.8	—	—	—	—	—	—	438.2	544.0	105.8
7. Independent Audit Advisory Committee	511.7	511.7	—	—	—	—	—	—	—	511.7	511.7	—
Subtotal, policymaking organs	19 990.2	19 976.8	(13.4)	5 043.8	4 664.9	(378.9)	11 474.8	12 517.0	1 042.2	36 508.8	37 158.7	649.9

		<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
		<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>
II.	Secretary-General	927.2	927.2	—	—	—	—	—	—	—	927.2	927.2	—
III.	Executive direction and management												
1.	Executive Office of the Secretary-General	16 869.7	16 869.7	—	1 214.6	1 238.4	23.8	31 679.1	31 436.1	(243.0)	49 763.4	49 544.2	(219.2)
2.	Office of the Director-General, United Nations Office at Geneva	3 336.0	3 336.0	—	—	—	—	486.3	486.3	—	3 822.3	3 822.3	—
3.	Office of the Director-General, United Nations Office at Vienna	1 346.0	1 346.0	—	—	—	—	—	—	—	1 346.0	1 346.0	—
4.	Office of the Director-General, United Nations Office at Nairobi	865.6	865.6	—	—	—	—	283.7	283.7	—	1 149.3	1 149.3	—
Subtotal, executive direction and management		23 344.5	23 344.5	—	1 214.6	1 238.4	23.8	32 449.1	32 206.1	(243.0)	57 008.2	56 789.0	(219.2)
IV.	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	2 304.7	2 304.7	—	—	—	—	1 308.9	1 344.7	35.8	3 613.6	3 649.4	35.8
V.	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	1 789.4	1 789.4	—	—	—	—	2 972.9	3 914.3	941.4	4 762.3	5 703.7	941.4
VI.	Office of the Special Representative of the Secretary-General on Violence against Children	2 331.8	2 331.8	—	—	—	—	476.9	476.9	—	2 808.7	2 808.7	—
VII.	Office of the Victims' Rights Advocate	848.1	848.1	—	—	—	—	536.0	478.5	(57.5)	1 384.1	1 326.6	(57.5)
VIII.	Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	—	936.9	936.9	—	—	—	1 327.4	277.4	(1 050.0)	1 327.4	1 214.3	(113.1)
IX.	Office of the United Nations Ombudsman and Mediation Services	3 898.8	3 898.8	—	2 644.9	2 761.1	116.2	310.0	310.0	—	6 853.7	6 969.9	116.2
X.	Office of Administration of Justice	9 738.1	9 782.6	44.5	233.8	242.7	8.9	2 676.7	2 381.4	(295.3)	12 648.6	12 406.7	(241.9)
XI.	Ethics Office	2 114.1	2 174.1	60.0	1 075.2	1 091.4	16.2	948.8	1 100.0	151.2	4 138.1	4 365.5	227.4

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>
XII. Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	115.1	–	(115.1)	–	–	–	–	–	–	115.1	–	(115.1)
XIII. Resident coordinator system	13 442.5	13 442.5	–	–	–	–	291 043.7	291 043.7	–	304 486.2	304 486.2	–
Subtotal, programme of work	36 582.6	37 508.9	926.3	3 953.9	4 095.2	141.3	301 601.3	301 326.9	(274.4)	342 137.8	342 931.0	793.2
Total	79 917.3	80 830.2	912.9	10 212.3	9 998.5	(213.8)	345 525.2	346 050.0	524.8	435 654.8	436 878.7	1 223.9
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	–	25	28	3	122	125	3
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	–	–	–	–	1	1	–	8	8	–
Subtotal, executive direction and management	125	125	–	5	5	–	29	32	3	159	162	3
IV. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	11	11	–	–	–	–	3	4	1	14	15	1

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>
V. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	8	8	—	—	—	—	12	16	4	20	24	4
VI. Office of the Special Representative of the Secretary-General on Violence against Children	10	10	—	—	—	—	1	1	—	11	11	—
VII. Office of the Victims' Rights Advocate	4	4	—	—	—	—	—	—	—	4	4	—
VIII. Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	—	4	4	—	—	—	4	—	(4)	4	4	—
IX. Office of the United Nations Ombudsman and Mediation Services	21	21	—	9	9	—	—	—	—	30	30	—
X. Office of Administration of Justice	40	40	—	1	1	—	—	—	—	41	41	—
XI. Ethics Office	9	9	—	3	3	—	—	—	—	12	12	—
XIII. Resident coordinator system	—	—	—	—	—	—	1 253	1 273	20	1 253	1 273	20
Subtotal, programme of work	103	107	4	13	13	—	1 273	1 294	21	1 389	1 414	25
Total	248	252	4	21	21	—	1 303	1 327	24	1 572	1 600	28