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Proposed programme budget for 2023

Programme planning

Proposed programme budget for 2023

Part VII

Global communications

Section 28

Global communications

Programme 24

Global communications

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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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Foreword

Over the course of 2023, the work of the Department of Global Communications of the Secretariat will continue to be shaped by the global communications strategy for the United Nations. The Department is responsible for informing people around the world about the state of our world and how the United Nations works to make it better. The bigger challenge is getting people to care and feel motivated to take action. The strategy serves as a blueprint, taking a data-driven and audience-focused approach to communications to build awareness, generate empathy and drive support for the work, principles and purposes of the United Nations.

The Department's communications results are informed by a systematic and strategic approach that prioritizes advance planning to ensure that it finds the best moments and opportunities to make an impact with audiences. This effort requires coordination across multiple platforms and partners to ensure that, in times of crises, the United Nations system shares common key messages and speaks with one impactful voice.

Whether it is the response to the coronavirus disease (COVID-19) pandemic, the climate crisis or conflicts or the race to achieve the Sustainable Development Goals, the Department aims to position the United Nations as a source of authoritative, engaging, attractive, accurate and accessible content, using storytelling that is people-centred but also solutions-oriented. In 2023, our communications will portray the work of the United Nations as global and rooted in the values of peace, justice, respect, equality, tolerance and solidarity. We will demonstrate that we serve everyone, everywhere.

(Signed) Melissa **Fleming**
Under-Secretary-General for Global Communications

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

Overall orientation

Mandates and background

- 28.1 The Department of Global Communications is responsible for communicating to the world the ideals and work of the United Nations; interacting and partnering with diverse audiences; and building support for the purposes and principles enshrined in the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions 13 (I), 73/346 on multilingualism and, most recently, 76/84 A and B on questions relating to information. The world faces grave, complex and evolving challenges. The Department will leverage the power of communications to tell the United Nations story to global audiences in many languages and across multiple platforms in order to mobilize concerted action in support of the United Nations agenda.

Strategy and external factors for 2023

- 28.2 The overall programme plan for 2023 reflects the Department's strategy to strengthen support for the work and purposes of the United Nations by engaging with audiences and encouraging them to act, through impactful storytelling and a focus on solutions. To fulfil its responsibilities, the Department takes the following core approaches in its work: strategic planning by identifying communications goals and target audiences; close working relationships with stakeholders, the substantive departments and offices of the Secretariat and entities of the United Nations system and other key partners; enhanced audience reach through multilingualism and the parity of all six official languages in the preparation of news and communications products where feasible; targeted use of the latest information and communications technologies in traditional, social and digital media to deliver information directly and instantaneously worldwide to key audiences; and rigorous evaluation tools and processes to measure the impact of campaigns in order to learn and to adjust the Department's work.
- 28.3 The Department, through its subprogrammes, delivers strategic communications campaigns to engage and inspire target audiences. It works through a global network of United Nations information centres, integrated with United Nations resident coordinator offices, to reach local audiences and provide content for global platforms. It produces accurate, objective and balanced multilingual news and communications products that convey authoritative information and solutions-based stories. It advocates on priority issues with the help of a wide array of partners, including Member States, civil society, academia, the media and, in particular, young people, to expand programmatic impact. The Department also provides information and services to delegates and staff, including through the Dag Hammarskjöld Library, and promotes knowledge-sharing and internal communication by way of iSeek, the United Nations intranet. To better reflect its work, the title for subprogramme 1, "Strategic communications services", has been adjusted to "Campaigns and country operations services" in the proposed programme plan for 2023.
- 28.4 The Department continues to put accuracy, timeliness and trustworthiness at the centre of its work. In an age when misinformation and hatred are disseminated to sow bigotry, promote discrimination and undermine civil discourse, United Nations communications, including crisis communications, strive to serve as a source of reliable, fact-based information that advances the work, principles and purposes of the United Nations.
- 28.5 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 the use of

modern technologies for virtual events, or a hybrid format, to deliver programmes. In 2021, these events included the 2021 International Media Seminar on Peace in the Middle East, the 2021 training programme for Palestinian journalists, the Sustainable Development Goals media zone during the opening of the seventy-sixth session of the General Assembly, the “COP26 Dialogues” in the Sustainable Development Goals Studio, and the sixth iteration of the training on communicating on sexual exploitation and abuse for senior staff from United Nations agencies, funds and programmes and peace operations. In the absence of in-person service volunteer and educational activities traditionally carried out to mark Nelson Mandela International Day, the Department created a “Nelson Mandela International Day” challenge as part of the ActNow campaign. Another example is the discontinuation of the *Yearbook of the United Nations*. On the basis of an ongoing review of communications products, the *Yearbook*, a publication that was produced in English only with limited outreach, will be discontinued and replaced with a legacy online site that connects directly with relevant resources in the Dag Hammarskjöld Library. At the same time, it is assumed that where operational conditions have improved and allow for mandate implementation through formerly established approaches, there will be more opportunities for direct engagement with key stakeholders and partners, which in turn yields better impact. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.

- 28.6 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will work collaboratively with an array of partners, including civil society, Member States, non-governmental organizations, academia, the media and the private sector. The Department will apply its strategic and streamlined approach to partnerships to enhance its ability to target and deliver its message to an even wider community, including young people around the world, in a variety of ways.
- 28.7 With regard to inter-agency coordination and liaison, as the secretariat for the United Nations Communications Group and its various task forces on subject matters, the Department will continue to strengthen the coordination of communications, including crisis communications, across the United Nations system, including through United Nations communications groups at the country and regional levels, in order to harmonize communications on specific issues for greater impact. Coordination will also be strengthened through the integration of United Nations information centres with resident coordinator offices, in line with the implementation of the United Nations development system reform. The Department’s field staff serve as communications officers and advisers to resident coordinators and work under their direct supervision. As part of the integration process, the Information Centres Service will continue its work with the Development Coordination Office to provide strategic communications support to resident coordinators in countries without an information centre presence, to ensure the Department’s reach.
- 28.8 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
- (a) All stakeholders and partners fulfil their responsibilities and obligations under service agreements and partnerships;
 - (b) Access by target audiences to programmes, products and services is not limited by communications technology, security or infrastructure conditions.
- 28.9 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The strategic communications guidance of the Department mainstreams a gender perspective into the work of the Department as a matter of practice. For example, the Department will promote the balanced presence of women and men, as well as a multidimensional representation and portrayal of women and men, in all of its products, campaigns, events and activities. It will offer alternative perspectives, including the representation and participation of women as a key communications focus area, helping to ensure that all media products, campaigns and outreach efforts are gender-inclusive and promote gender equality and women’s empowerment.

- 28.10 In line with the United Nations Disability Inclusion Strategy, the Department will use its network of focal points to help to develop a common and coordinated approach to the implementation of relevant General Assembly mandates and to making United Nations services and activities accessible for persons with disabilities. The focal points will continue to provide communications support to the Strategy, including by setting accessibility standards for United Nations websites and providing internal communications support through iSeek, the United Nations intranet.

Programme performance in 2021

Impact of the pandemic

- 28.11 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular for the United Nations information centres, where there was a reduction or cancellation of in-person events. While the involvement of the information centres in Model United Nations conferences, for example, increased slightly compared with in 2020, it was limited to 35 events compared with pre-pandemic levels of more than 120. Broader educational outreach was also affected, with the number of briefings, workshops and panel discussions halved since 2019. This situation was countered by predominantly switching to virtual alternatives, where around 700 activities were undertaken by information centres during 2021. Under subprogramme 2, a limited number of media representatives were allowed access to accompany Heads of State and Government during the high-level week of the General Assembly. Several video and news producers were allowed to travel to gather original content and cover the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the high-level meeting held on the twentieth anniversary of the Durban Declaration. In addition, in order to support Member States on issues related to the COVID-19 pandemic, within the overall scope of the objectives, communications messaging across issues continued to focus on the need for a just transition and sustainable recovery from COVID-19, to restore balance with nature, tackle the climate emergency, reduce inequalities and ensure that no one is left behind. Access to vaccines featured prominently in United Nations communications, including through the Verified campaign, designed to combat misinformation. United Nations information centres continued to support resident coordinator offices, the World Health Organization and other agencies in United Nations country teams by localizing messaging relating to COVID-19.

Legislative mandates

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

General Assembly resolutions

13 (I)	Organization of the Secretariat	57/129	International Day of United Nations Peacekeepers
168 (II)	United Nations Day		
423 (V)	Human Rights Day	60/7	Holocaust remembrance
32/40 B	Question of Palestine	60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
35/201	Annual Reham Al-Farra Memorial Journalists' Fellowship Programme	62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade
36/67	International Year of Peace and International Day of Peace		
54/134	International Day for the Elimination of Violence against Women	64/13	Nelson Mandela International Day
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	75/23	Special information programme on the question of Palestine of the Department of Global Communications of the Secretariat
		75/80	United Nations Disarmament Information Programme

Section 28 Global communications

76/68	Follow-up to the Declaration and Programme of Action on a Culture of Peace	76/142	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
76/84 A	Questions relating to information: information in the service of humanity		
76/84 B	Questions relating to information: United Nations global communications policies and activities	76/226	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
76/104	Dissemination of information on decolonization		

Deliverables

28.13 Table 28.1 lists all cross-cutting deliverables of the programme.

Table 28.1

Cross-cutting 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)	3	3	3	3
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	1	1	1	1

Evaluation activities

- 28.14 The evaluation of the global communications strategy was ongoing in 2021 and its preliminary findings have guided the proposed programme plan for 2023.
- 28.15 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2023. For example, in response to insights on the impact of referrals from Google, YouTube and Instagram on the ActNow campaign, as guided by the global communications strategy, ambitious growth targets for individual actions logged were included in the proposed programme plan for 2023.
- 28.16 An evaluation on the implementation of multilingualism in the Department of Global Communications is planned for 2023.

Programme of work

Subprogramme 1

Campaigns and country operations services

Objective

- 28.17 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

- 28.18 To contribute to the objective, the subprogramme will:
- (a) Deliver communications campaigns related to United Nations priorities, including sustainable development, climate change, peace and security and human rights, directed by the global communications strategy for the United Nations and facilitated through a variety of communications tools, including audience-targeted messaging, issue-focused content and inspiring stories, drawing attention to solutions and successes and creating momentum for further action. The impact and progress of the Organization's work will be demonstrated and amplified through the United Nations Communications Group, which will coordinate communications activities across the United Nations system;
 - (b) Promote strategic communications priorities of the United Nations through its information centres by developing multimedia content that supports targeted and localized messages and communications campaigns;
 - (c) Provide strategic and crisis communications guidance to resident coordinator offices and United Nations country teams in their respective regions;
 - (d) Provide information on issues related to COVID-19 by developing and promoting content that addresses misinformation, builds confidence in health messaging and vaccination, and promotes the ongoing process of recovery towards a more equal, inclusive, sustainable, safe and healthy planet.
- 28.19 The above-mentioned work is expected to result in:
- (a) Increased knowledge and engagement of target audiences around the globe, and further action in support of United Nations priorities;
 - (b) Global reach of communications campaigns available in the languages and on the platforms used by audiences, thus ensuring greater impact.

Programme performance in 2021

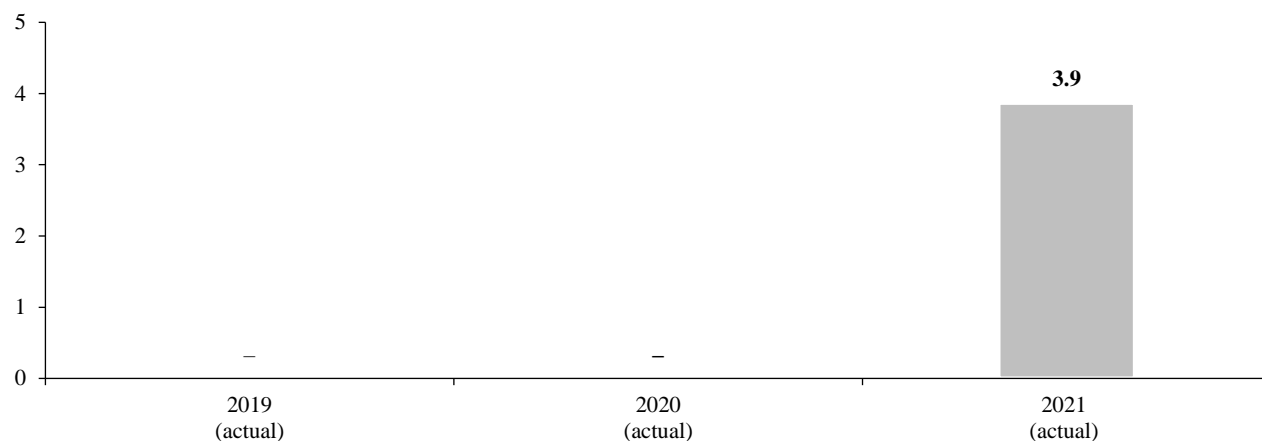
Sustainable Development Goals Moment reinforced the relevance of the 2030 Agenda for Sustainable Development

- 28.20 The subprogramme produced a dedicated multilingual platform and social media assets for the "Sustainable Development Goals Moment" event that marked the start of the high-level segment of the seventy-sixth session of the General Assembly and resulted in high audience engagement. The subprogramme also launched the "Keeping the Promise" campaign, which was designed to invite people from all over the globe to make a commitment to help to achieve a better world for all. Participants were invited to choose from 11 promises – inspired by the Sustainable Development Goals – and to share their promise on their social media accounts, inspiring others to do the same.
- 28.21 In coordination with the Office of the Deputy Secretary-General, the subprogramme leveraged the presence of the K-pop band BTS at the Sustainable Development Goals Moment at the start of the seventy-sixth session of the General Assembly in their capacity as special envoys of the President of the Republic of Korea. BTS participated in the "Keeping the Promise" campaign and shared their promise on social media platforms, boosting the overall visibility of the campaign, with more than 115,000 promises shared. The Sustainable Development Goals Moment reached new audiences across the world and achieved the highest numbers seen on United Nations social media platforms in the past two years. Nearly 3.9 million engagements resulted from over 100 posts published across platforms and languages. This outcome demonstrated the power of integrating social media elements into the early planning stages of campaigns, as well as the effectiveness of providing high-profile collaborators with opportunities to engage with United Nations-led social media activations.
- 28.22 Progress towards the objective is presented in the performance measure below (see figure 28.I).

Figure 28.I

Performance measure: “Sustainable Development Goals Moment” user engagements

(Millions)



Planned results for 2023

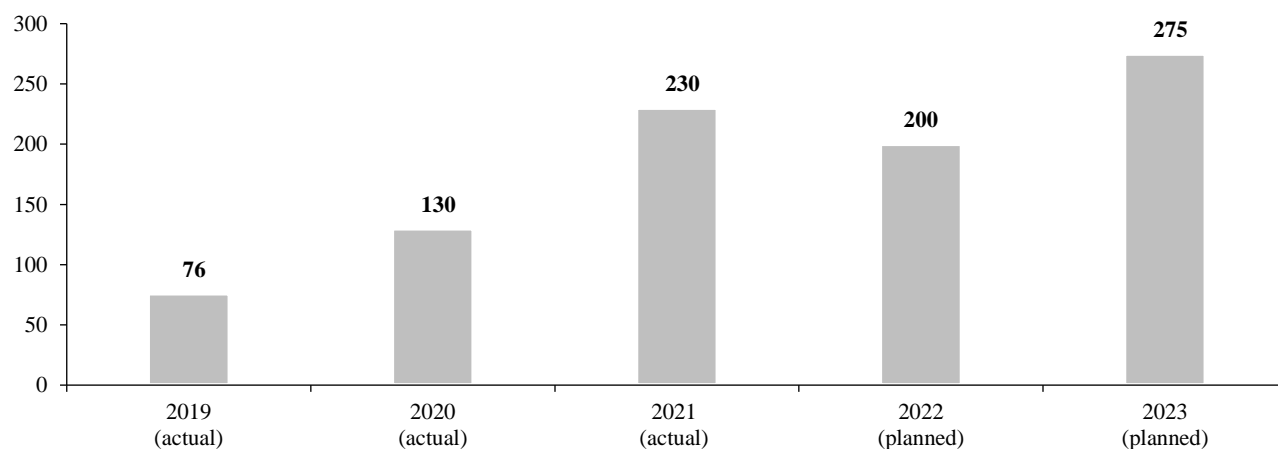
Result 1: mobilizing the media for implementation of the Sustainable Development Goals

Programme performance in 2021 and target for 2023

- 28.23 The subprogramme’s work contributed to targeted outreach approaches on the Sustainable Development Goals with various media companies, resulting in 100 new members of the Sustainable Development Goals Media Compact in 2021 for a cumulative total of 230 members, which exceeded the planned target of 150 members.
- 28.24 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 28.II).

Figure 28.II

Performance measure: total number of members of the Sustainable Development Goals Media Compact (cumulative)



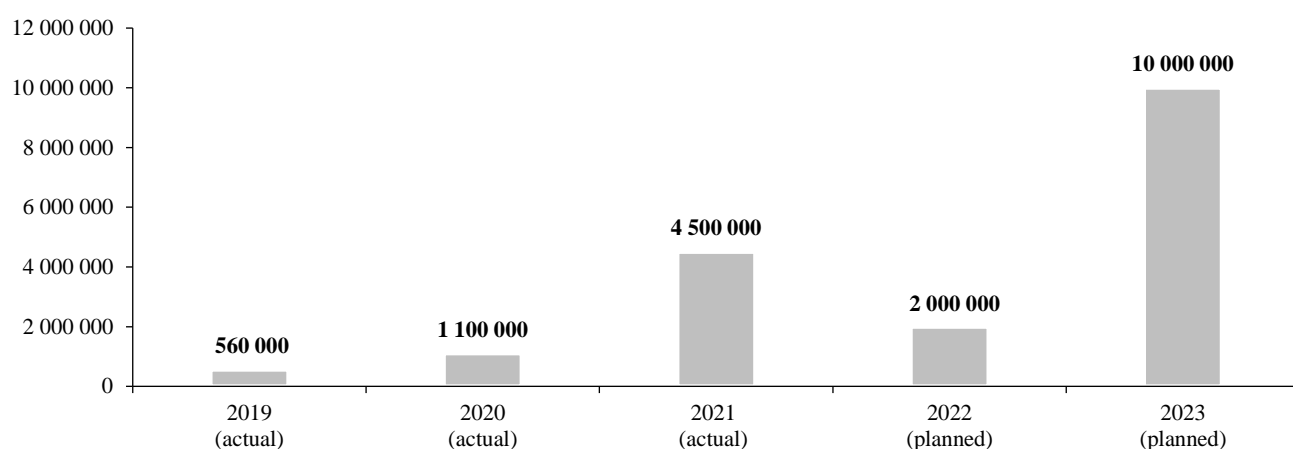
Result 2: strengthened action on climate change

Programme performance in 2021 and target for 2023

- 28.25 The subprogramme's work contributed to the informed understanding and strengthened engagement of audiences on climate action, including through its ActNow campaign, resulting in 3.4 million individual actions logged in 2021 for a cumulative total of 4.5 million actions logged by the end of the year, which exceeded the planned target of 1.5 million climate actions logged.
- 28.26 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 28.III).

Figure 28.III

Performance measure: total number of climate actions logged on the website or in the ActNow application (cumulative)



Result 3: increased engagement with global audience on United Nations priority themes

Proposed programme plan for 2023

- 28.27 Social media platforms have increasingly served as major channels to increase knowledge and engagement of global audiences on United Nations priority themes and to maximize reach and impact. To that end, the subprogramme is developing targeted digital assets to reach global audiences.

Lessons learned and planned change

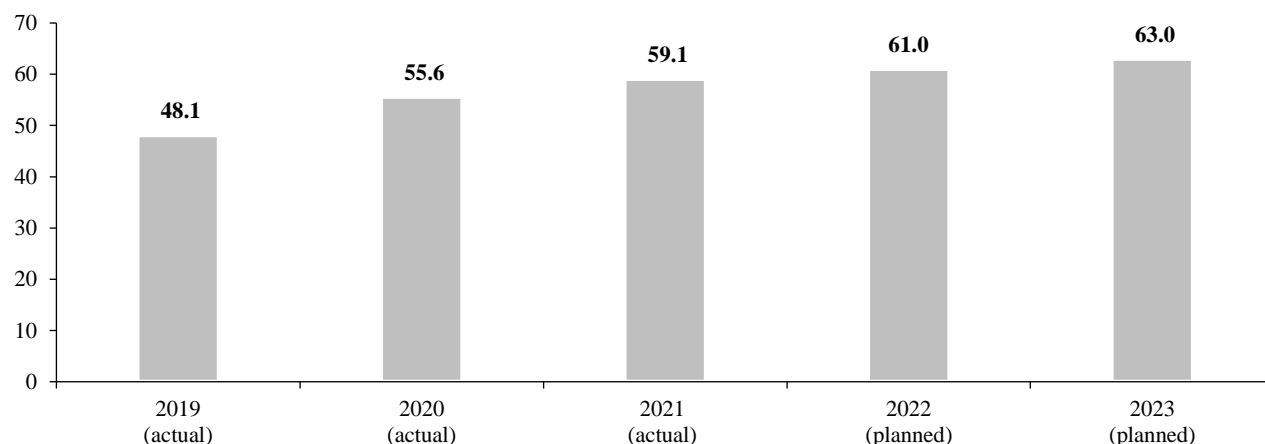
- 28.28 The lesson for the subprogramme was that it needed to develop targeted digital assets and fully integrate social media as a core element of all campaign strategies from the planning stage onwards, to increase both the impact and reach of the Department's campaigns on priority themes, including the Sustainable Development Goals; climate action; the Durban Declaration and Programme of Action on countering racism, intolerance and discrimination; peace and security; sexual exploitation and abuse; and human rights.
- 28.29 In applying the lesson, the subprogramme will strengthen its campaigns with target countries, and its social media team's respective language unit will advise on messaging, platforms and influencers that would expand the reach to global audiences. Campaign partners and supporters will be identified with a view to amplifying United Nations campaigns on social media platforms, and will be included at the campaign planning stage. Social insights and monitoring of conversations and activism around key United Nations topics, including user comments, will inform the direction of campaigns on an ongoing basis, changing course as needed. By taking an agile, strategic and data-driven approach, the subprogramme aims to maximize impact and reach, resulting in an increase in followers across United Nations accounts.

28.30 Expected progress towards the objective is presented in the performance measure below (see figure 28.IV).

Figure 28.IV

Performance measure: number of social media followers across platforms

(Millions)

**Deliverables**

28.31 Table 28.2 lists all deliverables of the subprogramme.

Table 28.2

Subprogramme 1: 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 for the General Assembly on the dissemination of information on decolonization	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	26	23	26	26
2. Training programme for Palestinian broadcasters and journalists	24	21	24	24
3. International Media Seminar on Peace in the Middle East	2	2	2	2
D. Communication deliverables				
Outreach programmes, special events and information materials: communications campaigns and strategic outreach events and programmes through the Department's field offices reaching local audiences through lectures, exhibits and the organization of more than 100 Model United Nations conferences on priority issues or special observances of the United Nations, with specific target audiences (e.g. civil society, youth, academia, governments and the private sector) and working in some 120 languages.				
External and media relations: press conferences, briefings and panel discussions on United Nations priorities, activities, events, publications, reports and outcomes of negotiations or other United Nations activities; media outreach, including media interviews and/or placement of opinion articles; strategic partnerships with education institutions, the media, civil society, the private sector, the creative community and other partners; and radio and television programmes.				
Digital platforms and multimedia content: flagship and other social media accounts, campaigns and multilingual websites managed by United Nations information centres.				

Subprogramme 2

News services

Objective

- 28.32 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

- 28.33 To contribute to the objective, the subprogramme will:
- (a) Provide the timely delivery of accurate, objective and balanced news and information;
 - (b) Produce customized news and information materials (textual, audiovisual and photographic);
 - (c) Provide services to the media and other consumers, including through the use of the newest web-based and mobile distribution platforms, with an overall emphasis on multilingualism from the planning stage.
- 28.34 The above-mentioned work is expected to result in:
- (a) An increase in the number of users of the subprogramme's products and services;
 - (b) Increased public awareness of and engagement with the United Nations through access to more user-friendly and diversified content and a broader range of options available to audiences, from traditional to social media.

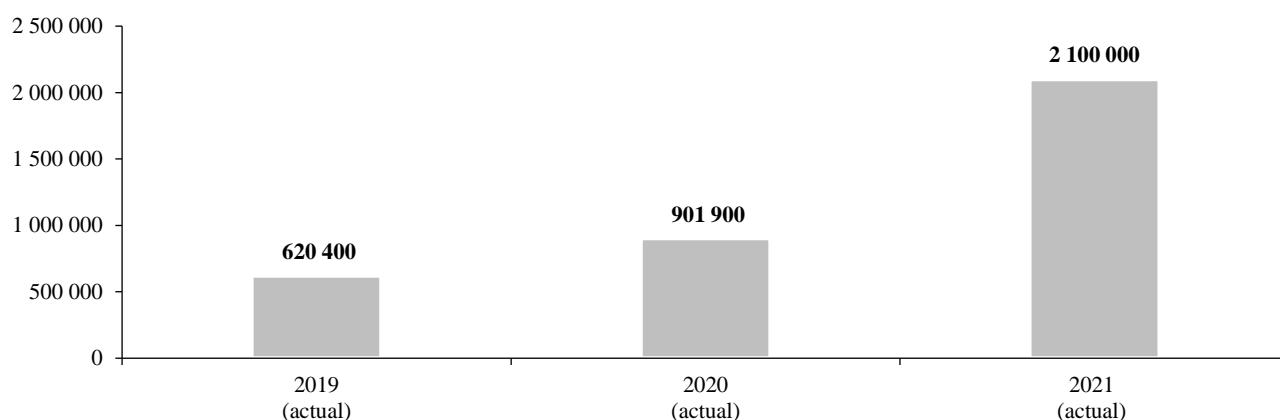
Programme performance in 2021

Increased audience through the United Nations YouTube channel

- 28.35 In 2021, the subprogramme continued to expand its audience base through the official live-streaming United Nations channel on YouTube, which grew from 901,900 subscribers in 2020 to 2.1 million in 2021. The subprogramme sent notifications to a larger base of viewers and there was a clear indication that people were aware of the channel and interested in the content. From 2019 to date, the channel has generated more than 205.4 million video views and over 11.5 million hours of watch time. The international audience includes nationalities from all Member States. During the high-level segment, which included the general debate, of the seventy-sixth session of the General Assembly and other events, the majority of the audience – some 60 per cent – was composed of people between 18 and 35 years of age.
- 28.36 Progress towards the objective is presented in the performance measure below (see figure 28.V).

Figure 28.V

Performance measure: subscribers to the global United Nations YouTube channel (cumulative)



Planned results for 2023

Result 1: multimedia content at a glimpse

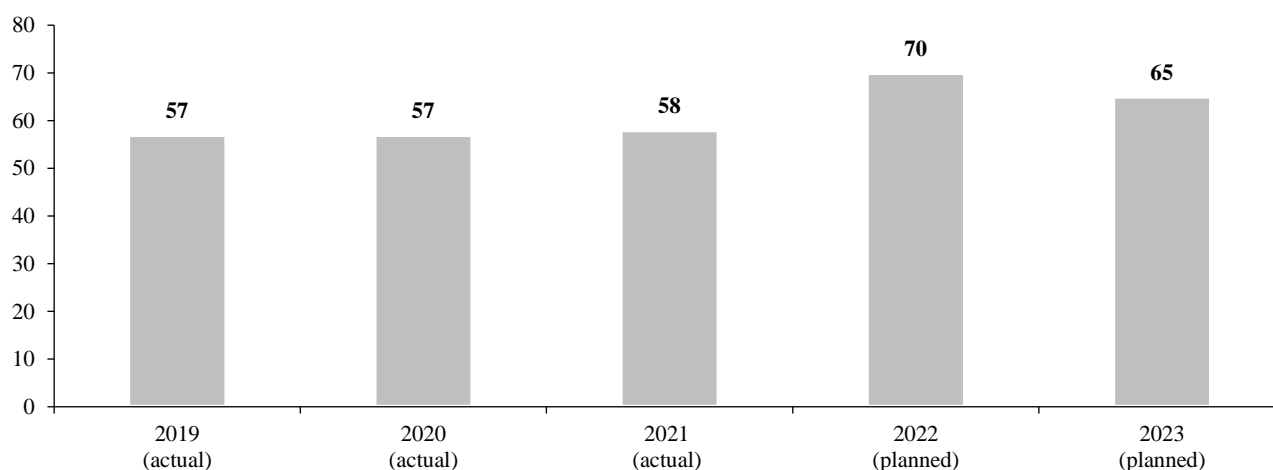
Programme performance in 2021 and target for 2023

- 28.37 The subprogramme's work contributed to the roll-out of a new website for United Nations Web TV and the creation of a unified platform that enabled visitors to access audiovisual material (audio, video and photo) from one website, resulting in 58 million minutes of watch time of on-demand videos, which did not meet the planned target of 70 million minutes of on-demand videos watched. The target was not met as fewer meetings and events were held at United Nations Headquarters in 2021 owing to COVID-19, and less video content was produced.
- 28.38 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 28.VI).

Figure 28.VI

Performance measure: watch time of on-demand videos per year

(Millions of minutes)



Result 2: increased focus on climate change**Programme performance in 2021 and target for 2023**

- 28.39 The subprogramme's work contributed to the creation of audience-centred and dedicated multimedia content on climate change, including explainers, listicles, a climate newsletter and a podcast series called "No Denying It", resulting in 1.2 million page views (a 65 per cent increase during the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change), with a tagging system used to collect baseline metrics to measure engagement by thematic issue, which met the planned target.
- 28.40 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 28.3).

Table 28.3

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
Access to breaking news related to climate change	Access to breaking news related to climate change including feature stories, explainers and advocacy-oriented content in response to audience interest	Dedicated multimedia content on climate change increasingly viewed, with a tagging system used to collect baseline metrics to measure engagement by thematic issue	25 per cent increase in users of news related to climate action	30 per cent increase in traffic related to news products and platforms related to climate action

Result 3: increased access to United Nations News**Proposed programme plan for 2023**

- 28.41 The subprogramme has witnessed a marked shift in how visitors to its website are consuming content: away from desktops and with a preference for mobile devices. While in 2020, some of this could be attributed to the COVID-19 pandemic, the move has been sustained and has continued, with new users and visitors and returning visitors showing a marked preference for mobile viewing. This development led to the redesign in 2021 of the United Nations News home page and the creation of content, including for the mobile version of the website.

Lessons learned and planned change

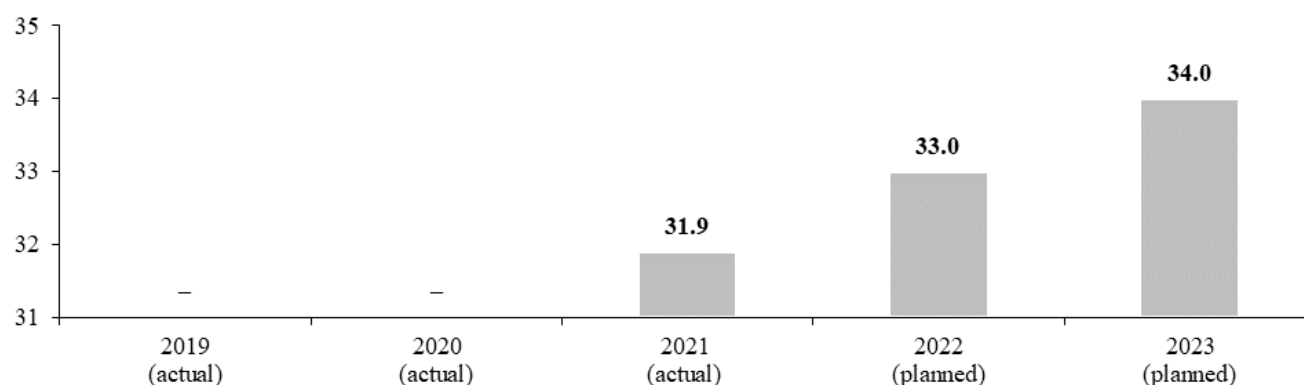
- 28.42 The lesson for the subprogramme was that the growth in the number of visitors accessing United Nations News, including on mobile devices, would require additional investment in enhancing and upgrading the existing UN News Reader mobile app to offer additional functionalities and preferences to users and to draw more global and regional users.
- 28.43 In applying the lesson, the subprogramme will respond to best practices, for example, in mobile consumption of United Nations News and distribution methods, by revising story formats to cater to changing regional audience preferences and tailoring content to appeal to younger demographics who use mobile devices. In addition, it could strengthen its search engine optimization to facilitate user access to United Nations News on various platforms. This approach is expected to result in a higher engagement rate, with an increasing number of users accessing the United Nations News website.

28.44 Expected progress towards the objective is presented in the performance measure below (see figure 28.VII).

Figure 28.VII

Performance measure: increased access to the redesigned United Nations News website

(Millions of users)



Deliverables

28.45 Table 28.4 lists all deliverables of the subprogramme.

Table 28.4

Subprogramme 2: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory

D. Communication deliverables

External and media relations: accreditation of and services to 1,100 members of the media, covering the United Nations meetings; coverage of intergovernmental meetings; online publication and distribution of speeches and statements of the Secretary-General and the Deputy Secretary-General and transcripts of press encounters of the Secretary-General; and photo coverage of meetings of key intergovernmental bodies and activities of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly.

Digital platforms and multimedia content: daily multimedia content – audio, video and text – in the six official languages and three non-official languages (Hindi, Kiswahili and Portuguese) disseminated through multiple platforms and channels, including online and on social media, and through partnerships with external media organizations; the core United Nations website (including the home page), 206 United Nations observances and major global campaigns in the six official languages; assistance to United Nations entities on the multilingual aspects of their websites (some 42 websites); live television coverage, including live streams, and the posting of on-demand webcasts of intergovernmental meetings and other newsworthy events taking place at Headquarters, including the Sustainable Development Goals Studio; and provision of audiovisual library services to delegates, media outlets and others.

Subprogramme 3 Outreach and knowledge services

Objective

28.46 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

- 28.47 To contribute to the objective, the subprogramme will:
- (a) Engage in advocacy with a broad and international range of academic institutions, students and educators, the creative community and civil society;
 - (b) Organize briefing programmes, special events, guided tours and interactive workshops, and engage with organizers of Model United Nations conferences;
 - (c) Organize outreach and education programmes on the Holocaust and the transatlantic slave trade and create publications, research guides and exhibits on the same priorities, with a special focus on youth;
 - (d) Develop communications materials, visual identities and branding in support of United Nations priorities;
 - (e) Develop and maintain strategic partnerships with the entertainment, advertising and publishing industries, major sports and international events and institutions of higher education and research, targeting youth in particular;
 - (f) Work with partners to develop multilingual, effective educational resources and programmes, campaigns, projects and events to inspire and encourage action for the 2030 Agenda for Sustainable Development;
 - (g) Facilitate knowledge-sharing and the preservation of United Nations information resources for internal and external audiences.
- 28.48 The above-mentioned work is expected to result in:
- (a) A better understanding of the principles and purposes of the United Nations and the mobilization of youth and student participation in local, regional or national political, non-governmental and intergovernmental processes;
 - (b) Increased mobilization of youth and student activity to advance the achievement of the Sustainable Development Goals and foster a new generation of leaders committed to the principles and values of the United Nations;
 - (c) Increased access to United Nations documentation and information by Member States, United Nations staff around the world, research institutions, youth, schools and the general public for improved engagement, awareness and decision-making.

Programme performance in 2021

Increased awareness of Sustainable Development Goal 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture)

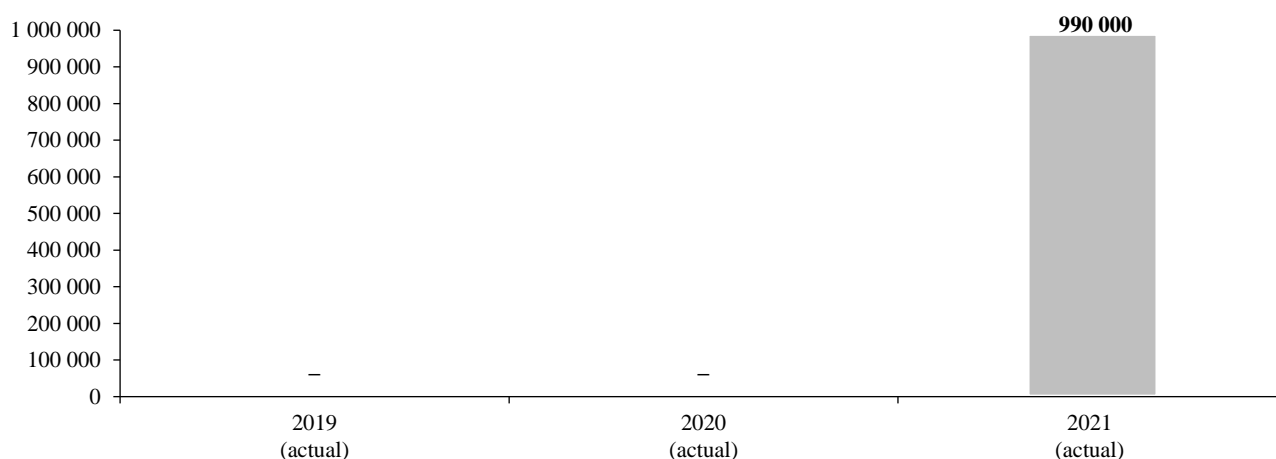
- 28.49 The subprogramme developed partnerships with the film and television industries to determine how they could work with the Organization to raise awareness of nutrition, reduce food waste and promote other sustainable food practices that contribute to personal health and a healthy planet. Global campaigns were created in collaboration with prominent film and television studios, including video public service announcements and other digital assets featuring the studios' popular fictional characters, to deliver messaging on Sustainable Development Goal 2. The Food and Agriculture Organization of the United Nations (FAO) and the United Nations Foundation were also campaign partners.
- 28.50 One campaign featured the animated character Peter Rabbit and raised awareness of and inspired action on Goal 2, with 185,000 social media engagements (likes, comments, etc.) and nearly 1 million views of the campaign's video public service announcement, which was produced in 14 languages. To encourage people to take action on Goal 2, campaign content also featured prominently on the

United Nations ActNow website and mobile app for a seven-week period. This ActNow “takeover” generated nearly 60,000 page views and the mobile app was used some 6,000 times, resulting in around 400,000 habits logged or individual actions taken to promote healthy eating and zero waste. One partner also aired the public service announcement on its global television networks, with a potential viewership of 5.6 million people, delivering messaging and driving thousands to ActNow to record sustainability actions. To reach students directly, messaging was also distributed on a dedicated web page for teachers on the website of a Member State’s Ministry of Education, was included in an FAO children’s activity book in 17 languages and was promoted to 55,000 teachers, with content incorporated in classrooms and curricula worldwide. The campaign was also promoted to tens of thousands of staff of the campaign’s studio partners worldwide, with their sustainability departments incorporating “sustainable” actions in worksites globally.

28.51 Progress towards the objective is presented in the performance measure below (see figure 28.VIII).

Figure 28.VIII

Performance measure: views of video public service announcement that delivered messaging on Sustainable Development Goal 2



Planned results for 2023

Result 1: mobilizing strategic and sustained partnerships to accelerate the implementation of the Sustainable Development Goals

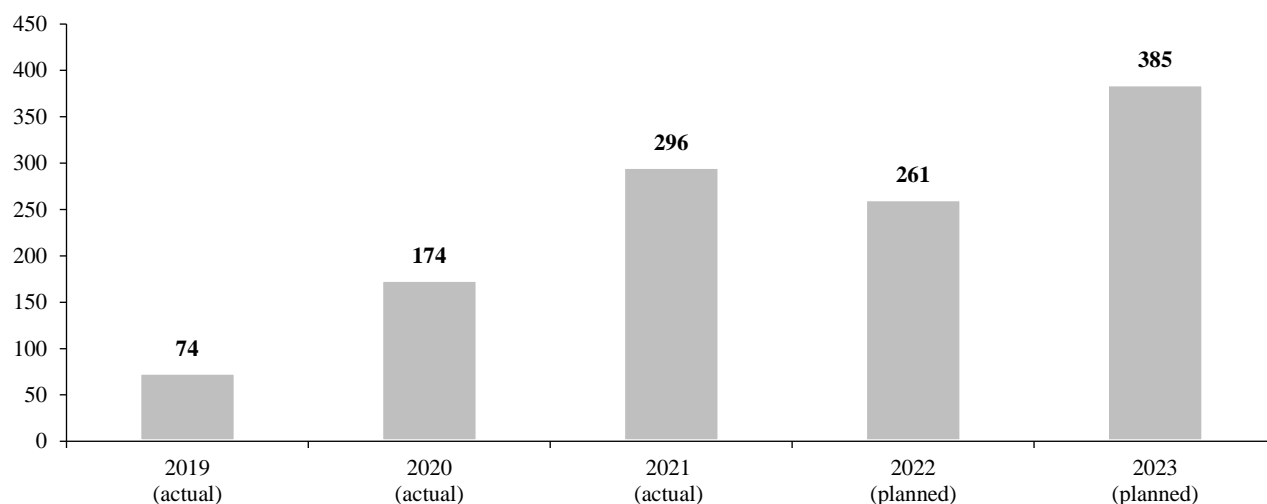
Programme performance in 2021 and target for 2023

28.52 The subprogramme’s work contributed to increased engagement with global and diverse partners to accelerate the implementation of the Sustainable Development Goals, resulting in 296 partners focused on disseminating content and campaigns on the Goals, which exceeded the planned target of 94 partners.

28.53 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 28.IX).

Figure 28.IX

Performance measure: number of partners focused on disseminating content and campaigns (cumulative)



Result 2: increased access to United Nations knowledge and parliamentary documentation

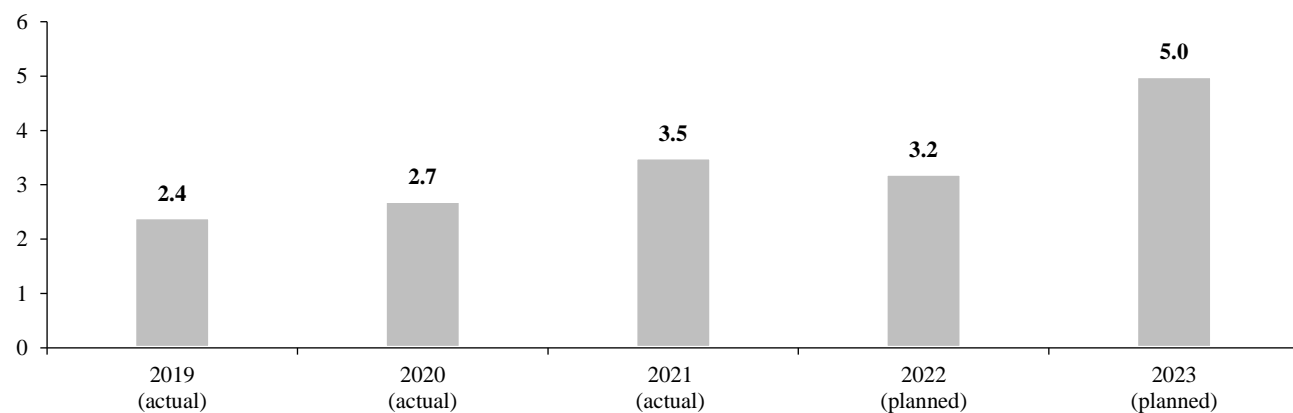
Programme performance in 2021 and target for 2023

- 28.54 The subprogramme's work contributed to the provision of immediate and diverse formats of United Nations parliamentary documents and publications to members of permanent missions, researchers and citizens worldwide, resulting in 3.5 million unique downloads of United Nations content on its platforms, which exceeded the planned target of 2.9 million unique downloads.
- 28.55 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 28.X).

Figure 28.X

Performance measure: number of unique downloads of United Nations content on subprogramme platforms (cumulative)

(Millions)



Result 3: increased awareness of and action for the Sustainable Development Goals through the global football community

Proposed programme plan for 2023

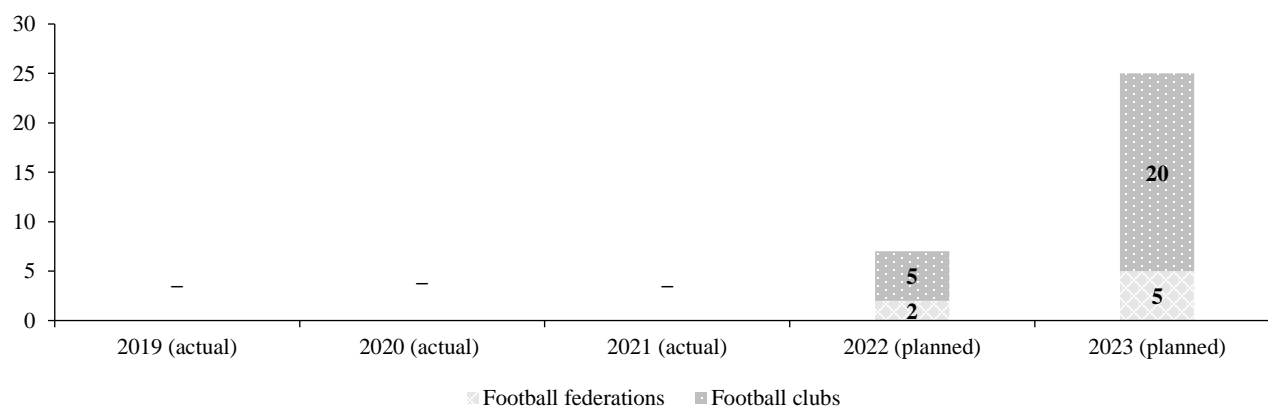
- 28.56 The implementation of the 2030 Agenda and the Sustainable Development Goals by 2030 is falling behind in some areas, with the COVID-19 pandemic having a significant negative impact. If the world is to accelerate towards achievement of the Goals, the United Nations needs to bring broad groups of stakeholders into its outreach efforts, particularly those with large global audiences. The subprogramme conceptualized an initiative aimed at driving meaningful commitment from actors in, and supporters of, one of the world's most popular sports.

Lessons learned and planned change

- 28.57 The lesson for the subprogramme, on the basis of previous high-profile campaigns, is that consistent engagement with key stakeholders in a global initiative, in this case the global football community, is essential for success. The subprogramme, having had continuous engagement with major football leaders, including from the Fédération Internationale de Football Association and the Union of European Football Associations, will launch the “United Nations football for the Goals” initiative, which provides opportunities for football communities to commit to and take action on the Goals. The subprogramme similarly recognizes that support from and discussion with Member States on such a high-profile initiative will be key to its success. In applying the lesson, the subprogramme will work with all stakeholders to identify key events and other opportunities to showcase actions driving success with regard to the Goals in the football world and to demonstrate how other entities and the general public can become an effective part of implementation of the Goals. To become members of the “United Nations football for the Goals” initiative, the football organizations and individual stakeholders would commit to raise awareness of, and take specific actions on, the Goals.
- 28.58 Expected progress towards the objective is presented in the performance measure below (see figure 28.XI).

Figure 28.XI

Performance measure: number of partner entities engaged in the “United Nations football for the Goals” initiative (cumulative)



Deliverables

- 28.59 Table 28.5 lists all deliverables of the subprogramme.

Table 28.5

Subprogramme 3: 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)	4	4	4	4
1. Reports for the General Assembly on questions of information and on the activities of the Department: strategic communications services, news services and outreach and knowledge services	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	20	20	20	20
2. Meetings of the Committee on Information	20	20	20	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	193	355	276	361
3. Workshops on intergovernmental engagements for non-governmental organizations and orientation programme for newly associated non-governmental organizations	27	36	30	40
4. Training event on Dag Hammarskjöld Library services and training courses for iSeek content creators, editors and focal points	145	298	225	300
5. Training event on journalism as part of Reham Al-Farra Memorial Journalists' Fellowship Programme	21	21	21	21
D. Communication deliverables				
Outreach programmes, special events and information materials: partnerships with civil society, academic institutions and other entities; educational and promotional materials on United Nations activities, such as UN Chronicle and Basic Facts about the United Nations, and briefing programmes on a broad range of United Nations topics; responses to public enquiries and special kits for teachers; exhibits at United Nations Headquarters and online; multilingual guided tours to more than half a million visitors in 20 languages; outreach programme with prominent personalities, including Messengers of Peace and other celebrities, as advocates; special events and observances of selected commemorative days and years; Creative Community Outreach Initiative to feature the United Nations or a United Nations issue in a film, television or theatre product; graphic design products in support of branding, communication campaigns and information materials; student events, such as global videoconferences; guidance and expert advice to Model United Nations; and conferences on subjects such as slavery and the transatlantic slave trade and Holocaust remembrance.				
External and media relations: press conferences and press releases to announce new outreach partnerships and special events; and exhibit openings.				
Digital platforms and multimedia content: iSeek (including articles), the primary internal communications platform of the Secretariat for all users across the world; e-deleGATE; and United Nations Development Business.				
Library services: United Nations digital commons: a secure digital United Nations central repository (the United Nations Digital Library); information and knowledge services: online Library products for the Library's global public, loan and related services and the provision of direct and targeted research to representatives of Member States; wider community engagement: web and social media presence, events and lectures and management of the United Nations System Electronic Information Acquisition Consortium and the United Nations Depository Library Programme; and curation of diverse library content.				

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

Overview

28.60 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 28.6 to 28.8.

Table 28.6

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	76 617.3	82 343.6	34.8	—	118.7	153.5	0.2	82 497.1
Other staff costs	2 873.2	4 020.6	—	—	146.0	146.0	3.6	4 166.6
Hospitality	2.6	25.3	—	—	—	—	—	25.3
Consultants	142.4	—	—	—	—	—	—	—
Experts	14.9	—	—	—	—	—	—	—
Travel of staff	241.5	260.7	—	—	—	—	—	260.7
Contractual services	5 198.3	6 276.4	(6.3)	13.7	692.3	699.7	11.1	6 976.1
General operating expenses	3 839.8	5 050.6	—	—	0.2	0.2	—	5 050.8
Supplies and materials	157.2	547.8	—	—	(14.5)	(14.5)	(2.6)	533.3
Furniture and equipment	1 805.9	630.6	—	—	—	—	—	630.6
Improvement of premises	26.2	—	—	—	—	—	—	—
Grants and contributions	24.6	859.1	—	—	—	—	—	859.1
Total	90 943.9	100 014.7	28.5	13.7	942.7	984.9	1.0	100 999.6

Table 28.7

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	685	1 USG, 3 D-2, 18 D-1, 34 P-5, 71 P-4, 105 P-3, 57 P-2/1, 7 GS (PL), 196 GS (OL), 143 LL, 50 NPO
Establishment	2	1 P-5 under executive direction and management 1 P-3 under subprogramme 3
Reassignment	—	1 P-2 under subprogramme 2 2 P-2 under subprogramme 3
Redeployment (geographical)	—	1 P-5, 2 P-3, 1 NPO and 3 LL under subprogramme 1
Proposed for 2023	687	1 USG, 3 D-2, 18 D-1, 35 P-5, 71 P-4, 106 P-3, 57 P-2/1, 7 GS (PL), 196 GS (OL), 143 LL, 50 NPO

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 28.8

Overall: 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-2	3	—	—	—	—	3
D-1	18	—	—	—	—	18
P-5	34	—	—	1	1	35
P-4	71	—	—	—	—	71
P-3	105	—	—	1	1	106
P-2/1	57	—	—	—	—	57
Subtotal	289	—	—	2	2	291
General Service and related						
GS (PL)	7	—	—	—	—	7
GS (OL)	196	—	—	—	—	196
LL	143	—	—	—	—	143
NPO	50	—	—	—	—	50
Subtotal	396	—	—	—	—	396
Total	685	—	—	2	2	687

28.61 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 28.9 to 28.11 and figure 28.XII.

28.62 As reflected in tables 28.9 (1) and 28.10 (1), the overall resources proposed for 2023 amount to \$100,999,600 before recosting, reflecting a net increase of \$984,900 (or 1.0 per cent) compared with the appropriation for 2022. Resource changes result from three factors, namely: (a) technical adjustments; (b) new and expanded mandates; and (c) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 28.9

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
A. Executive direction and management	2 053.1	2 610.5	—	—	125.4	125.4 4.8	2 735.9
B. Programme of work							
1. Campaigns and country operations services	33 182.3	40 008.6	34.8	—	—	34.8 0.1	40 043.4
2. News services	32 757.3	32 997.5	(6.3)	13.7	771.6	779.0 2.4	33 776.5

Section 28 Global communications

Component/subprogramme	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
3. Outreach and knowledge services	19 350.0	20 603.7	—	—	45.7	45.7	0.2	20 649.4
Subtotal, B	85 289.6	93 609.8	28.5	13.7	817.3	859.5	0.9	94 469.3
C. Programme support	3 601.3	3 794.4	—	—	—	—	—	3 794.4
Subtotal, 1	90 943.9	100 014.7	28.5	13.7	942.7	984.9	1.0	100 999.6

(2) Other assessed

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
A. Executive direction and management	—	—	—	—	—
B. Programme of work					
1. Campaigns and country operations services	421.6	560.6	(28.0)	(5.0)	532.6
2. News services	281.8	315.7	11.7	3.7	327.4
3. Outreach and knowledge services	—	—	—	—	—
Subtotal, B	703.4	876.3	(16.3)	(1.9)	860.0
C. Programme support	—	—	—	—	—
Subtotal, 2	703.4	876.3	(16.3)	(1.9)	860.0

(3) Extrabudgetary

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
A. Executive direction and management	—	—	—	—	—
B. Programme of work					
1. Campaigns and country operations services	729.9	414.0	82.7	20.0	496.7
2. News services	1 649.4	2 061.9	388.5	18.8	2 450.4
3. Outreach and knowledge services	7 011.7	8 602.4	(278.1)	(3.2)	8 324.3
Subtotal, B	9 391.0	11 078.3	193.1	1.7	11 271.4
C. Programme support	437.5	719.8	(173.5)	(24.1)	546.3
Subtotal, 3	9 828.5	11 798.1	19.6	0.2	11 817.7
Total	101 475.8	112 689.1	988.2	0.9	113 677.3

Table 28.10

Overall: proposed posts for 2023 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	16	—	—	1	1	17
B. Programme of work						
1. Campaigns and country operations services	332	—	—	—	—	332
2. News services	181	—	—	—	—	181
3. Outreach and knowledge services	134	—	—	1	1	135
Subtotal, B	647	—	—	2	2	648
C. Programme support	22	—	—	—	—	22
Subtotal, 1	685	—	—	2	2	687

(2) *Other assessed*

Component/subprogramme	2022 estimate	Change	2023 estimate
A. Executive direction and management	—	—	—
B. Programme of work			
1. Campaigns and country operations services	2	—	2
2. News services	2	—	2
3. Outreach and knowledge services	—	—	—
Subtotal, B	4	—	4
C. Programme support	—	—	—
Subtotal, 2	4	—	4

(3) *Extrabudgetary*

Component/subprogramme	2022 estimate	Change	2023 estimate
A. Executive direction and management	—	—	—
B. Programme of work			
1. Campaigns and country operations services	—	—	—
2. News services	—	—	—
3. Outreach and knowledge services	10	—	10
Subtotal, B	10	—	10
C. Programme support	1	—	1
Subtotal, 3	11	—	11
Total	700	2	702

Table 28.11

Overall: evolution of financial and post resources

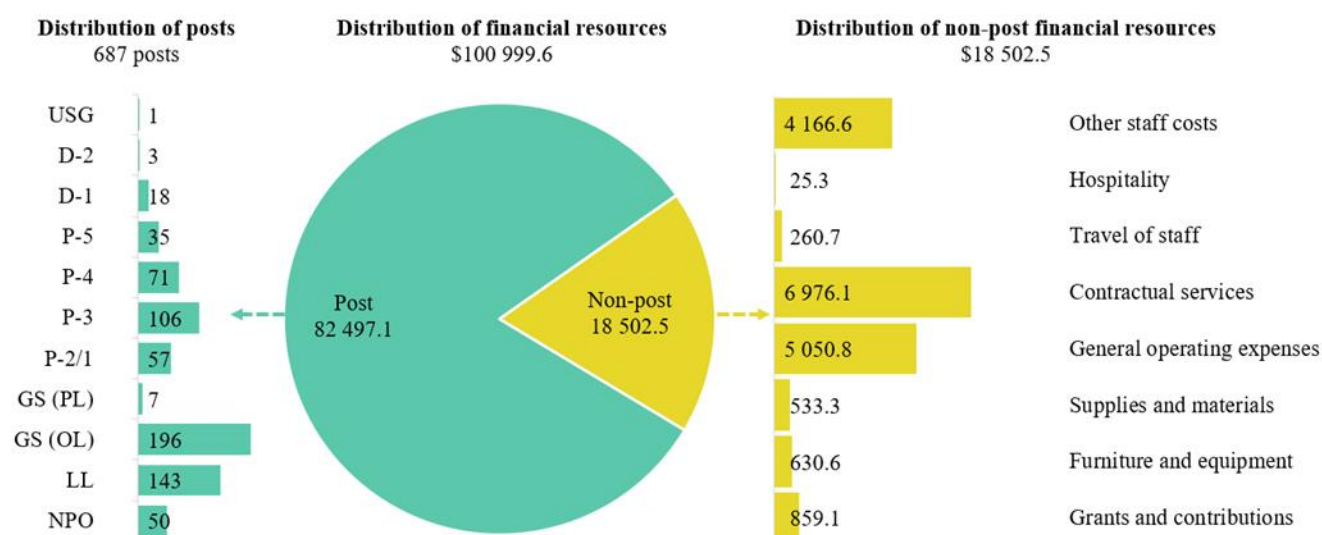
(Thousands of United States dollars/number of posts)

	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	76 617.3	82 343.6	34.8	–	118.7	153.5	0.2	82 497.1
Non-post	14 326.6	17 671.1	(6.3)	13.7	824.0	831.4	4.7	18 502.5
Total	90 943.9	100 014.7	28.5	13.7	942.7	984.9	1.0	100 999.6
Post resources by category								
Professional and higher		289	–	–	2	2	0.7	291
General Service and related		396	–	–	–	–	–	396
Total		685	–	–	2	2	0.3	687

Figure 28.XII

Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Explanation of variances by factor, component and subprogramme****Overall resource changes****Technical adjustments**

28.63 As reflected in table 28.9 (1), resource changes reflect a net increase of \$28,500, as follows:

- (a) **Subprogramme 1, Campaigns and country operations services.** The increase of \$34,800 relates to the delayed impact of the conversion of one post from Public Information Officer (P-4) to Associate Public Information Officer (National Professional Officer), approved pursuant to General Assembly resolution [76/245](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice;

- (b) **Subprogramme 2, News services.** The decrease of \$6,300 reflects the removal of non-recurrent provisions under contractual services to cover webcasting services pursuant to General Assembly decision 75/570 on the intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction.

New and expanded mandates

- 28.64 As reflected in table 28.9 (1), resource changes reflect an increase of \$13,700, under subprogramme 2, News services. The increase of \$13,700, under contractual services, reflects additional requirements for webcasting services in support of a high-level meeting and multi-stakeholder hearing on universal health coverage, pursuant to General Assembly resolution [75/315](#).

Other changes

- 28.65 As reflected in table 28.9 (1), resource changes reflect a net increase of \$942,700, comprising increases under executive direction and management (\$125,400), subprogramme 2, News services (\$771,600), and subprogramme 3, Outreach and knowledge services (\$45,700), and cost-neutral changes under subprogramme 1, Campaigns and country operations services. The breakdown of changes is as follows:

- (a) **Executive direction and management.** The increase of \$125,400, under posts, relates to the proposed establishment of one post (P-5) in the Office of the Under-Secretary-General for Global Communications (see annex III);
- (b) **Subprogramme 1, Campaigns and country operations services.** The cost-neutral changes mainly reflect:
 - (i) A net increase of \$14,800, under posts, relating to the proposed geographical redeployment of one post (P-3) from Dar es Salaam, United Republic of Tanzania, to Nairobi, and one post (P-3) from New York to Geneva (see annex III);
 - (ii) The proposed geographical redeployment of five posts (1 P-5, 1 National Professional Officer and 3 Local level) from Lagos, Nigeria, to Abuja, with no budget implications (see annex III);
 - (iii) A decrease of \$14,800, under supplies and materials, taking into account expenditure experience, the increased use of online tools in lieu of office supplies such as printing paper, and the reduced consumption of supplies owing to increased remote working arrangements;
- (c) **Subprogramme 2, News services.** The net increase of \$771,600 reflects the net effect of:
 - (i) A decrease of \$65,100, under posts, relating to the proposed reassignment of one post (P-2) at a vacancy rate of 50 per cent (see annex III);
 - (ii) An increase of \$836,700 in support of the Sustainable Development Goals Studio. The need for high-quality digital interactions has spurred the Department to increase the sophistication of its production of virtual and hybrid events, and to take advantage of the potential for digital storytelling that can create a more immersive experience. In recent years, and especially given the uptick in the number of virtual events, stakeholder demand for virtual special events and complex meetings involving participants from multiple locations has increased exponentially. In the initial phases, it was necessary to connect to parties via Webex, Zoom and Teams. As a result of the COVID-19 pandemic, demand for improving the production of virtual events, especially for those that could be distributed via broadcast channels, grew. To effectively engage audiences and connect participants from multiple locations, the United Nations needs to achieve the kind of high-resolution production of events and use of digital innovations, such as data visualizations and motion graphics, that was demonstrated by external media partners in the live-streaming of meetings during the

high-level week of the General Assembly. The Sustainable Development Goal Studio will enable such activities and the production of various communications materials on United Nations priority themes, with a focus on the Goals. The Goals are the blueprint for a better and more sustainable future for all. They address the global challenges that the world faces, including poverty, inequality, climate change, environmental degradation, peace and justice. The Studio facilitates a series of dynamic discussions, cross-generational dialogues, webcast interviews and inspiring talks, showcasing change-making initiatives and revolutionary solutions to key global challenges. This interactive space will serve as a platform to engage participants in constructive conversations to promote the achievement of the Goals. The proposed increase of \$836,700 includes:

- a. An increase of \$146,000, under other staff costs, would cover the costs of two temporary positions: 1 TV/Video Producer (P-3) and 1 Public Information Assistant (General Service (Other level)), at a vacancy rate of 50 per cent, to support the activities of the Studio. The TV/Video Producer would direct live television coverage of meetings, press conferences, briefings and other newsworthy events at Headquarters; coordinate and produce multi-camera complex events and studio shoots; provide television direction or advisory functions in the production of special shows; coordinate production needs with the United Nations contractual television engineers in their use of video, sound and lighting equipment; and undertake activities to promote media coverage. The Public Information Assistant (General Service (Other level)) would provide technical support, recording and editing of television and multimedia production and post-production; set up and operate state-of-the-art computer-controlled video editing systems and other equipment; edit audiovisual systems, using hardware and software to produce short- and long-format video features and news programmes for major broadcasters; and work with high-definition and 4K television programmes, Television editing software and high-end digital effects to provide high-quality video and audio services for offline and online broadcasting;
 - b. An increase of \$690,700, under contractual services, would cover the costs of the actual operations of the Studio (camera, audio, controls, etc.) when it is actively used. The current staff do not have the full range of skills and technical knowledge to create or operate the virtual interactive environment and the sophisticated programming of broadcasting media that would be required. Technical skills in the media world are evolving rapidly and the Department needs to engage a highly skilled team to be able to produce the cutting-edge programming that the Studio can offer.
- (d) **Subprogramme 3, Outreach and knowledge services.** The net increase of \$45,700 relates to:
- (i) A decrease of \$130,200 resulting from the proposed reassignment of two posts (2 P-2) at a vacancy rate of 50 per cent (see annex III);
 - (ii) An increase of \$173,800 for one post of Public Information Officer (P-3) whose establishment in 2022 was proposed in the report on addressing racism and promoting dignity for all in the United Nations Secretariat ([A/76/771](#)) for consideration by the General Assembly during the second resumed part of its seventy-sixth session (see annex III);
 - (iii) Increased non-post requirements of \$2,100, under contractual services (\$1,600), general operating expenses (\$200) and supplies and materials (\$300), for associated recurrent common services costs for the Public Information Officer post.

Other assessed and extrabudgetary resources

- 28.66 As reflected in tables 28.9 (2) and 28.10 (2), the Department receives other assessed resources to support public information activities in peacekeeping missions. Projected other assessed resources for 2023 are estimated at \$860,000 and would provide for four posts and non-post resources. This reflects a decrease of \$16,300 compared with the estimate for 2022, which is attributable mainly to

the reduced requirements for general temporary assistance resources for 2023 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 0.8 per cent of the total resources for this section.

- 28.67 As reflected in tables 28.9 (3) and 28.10 (3), the Department expects to continue to receive both cash and in-kind contributions, which would complement regular budget resources. In 2023, extrabudgetary resources are estimated at \$11,817,700 and would provide for 11 posts, as presented in table 28.10 (3). The resources would be used mainly to carry out the Department's capacity development work, to support multimedia and operational activities in Hindi, and to conduct activities in support of the United Nations Development Business, the Office of the Envoy of the Secretary-General on Youth and the United Nations System Electronic Information Acquisition Consortium. Extrabudgetary resources represent 10.4 per cent of the total resources for this section. Anticipated in-kind contributions would provide for rent-free premises for United Nations information centre offices, with an estimated value of \$1,412,600.
- 28.68 The extrabudgetary resources under this section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

Executive direction and management

- 28.69 The executive direction and management component comprises the Office of the Under-Secretary-General.
- 28.70 The component is responsible for:
- (a) The overall direction and strategic management of United Nations communications in the implementation of the Department's mandates and its approved programme of work, both at Headquarters and in the field;
 - (b) The establishment of departmental strategy, policies and guidelines, while dealing with specific policy and management issues and problems;
 - (c) The administrative, financial and personnel management of the Department;
 - (d) The direction of liaison functions performed by the Department with regard to intergovernmental bodies, such as the Committee on Information, and with the United Nations Communications Group;
 - (e) Oversight of crisis communications and reputation management, convening relevant United Nations entities and partners within crisis cells to align approaches and messaging, and providing crisis communications policy, guidance and training;
 - (f) The establishment of United Nations communications priorities, identifying opportunities to communicate about these within a congested media landscape, and providing coordination across the United Nations system by strengthening the United Nations Communications Group, including at the country level through United Nations information centres and the resident coordinator system.
- 28.71 In accordance with the 2030 Agenda for Sustainable Development, in particular Goal 12 on sustainable consumption and production, and Goal 13 on climate action, the Department will, where feasible and effective, continue to make all official documentation, publications, brochures, and communications and advocacy materials available online, rather than in print, in order to reduce its carbon footprint and save energy. It will also continue to adopt a range of sustainability practices, including reducing the photocopying and printing of internal documents, and will promote videoconferencing, in order to reduce the amount of travel, where possible. In addition, the Department will continue to support internal and external communications on United Nations system sustainability efforts at Headquarters and in duty stations and field missions, and will encourage staff to join the ActNow campaign and other Secretariat initiatives focused on individual actions related to climate change and sustainability.

- 28.72 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 28.12. With regard to the advance booking for air travel, the Department has implemented the requirement for the traveller to request approval from the Under-Secretary-General for cases that are non-compliant with the policy and to provide a reason for the delayed request and justification for travel. In addition, the Department closely reviews the exceptions sought and regularly sends communications to staff and managers to raise awareness of the policy requirement and the importance of minimizing the instances of exceptions.

Table 28.12
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	48	56	100	100

- 28.73 The proposed regular budget resources for 2023 amount to \$2,735,900 and reflect an increase of \$125,400 compared with the appropriation for 2022. The proposed increase is explained in paragraph 28.65 (a). Additional details on the distribution of the proposed resources for 2023 are reflected in table 28.13 and figure 28.XIII.

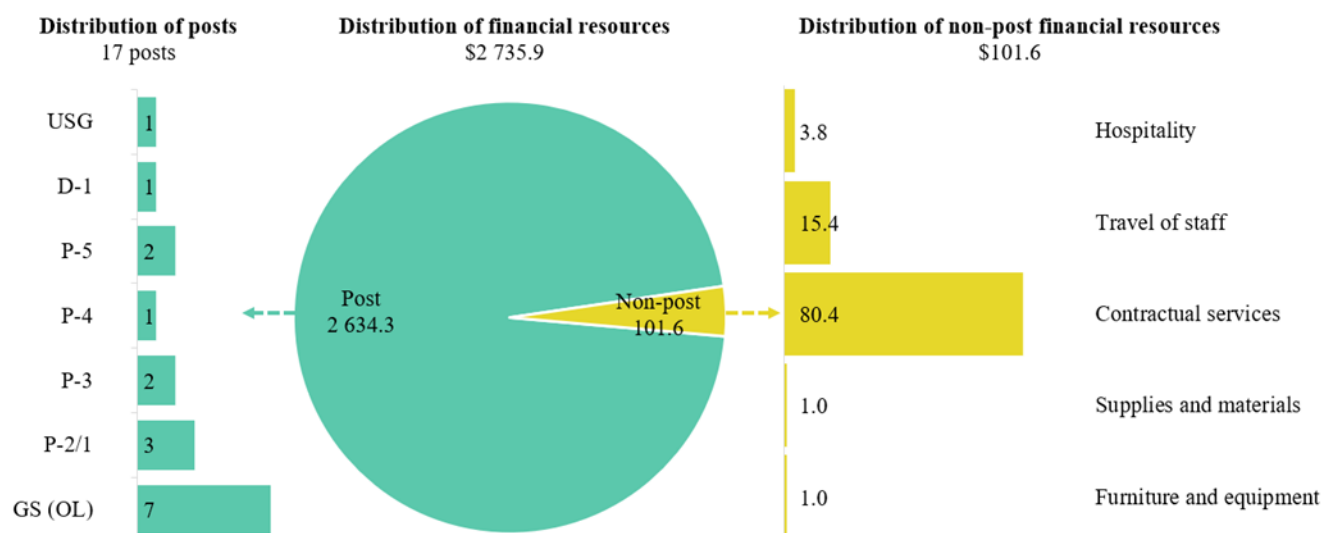
Table 28.13
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	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	1 859.6	2 508.9	—	—	125.4	125.4	5.0	2 634.3
Non-post	193.5	101.6	—	—	—	—	—	101.6
Total	2 053.1	2 610.5	—	—	125.4	125.4	4.8	2 735.9
Post resources by category								
Professional and higher		9	—	—	1	1	11.1	10
General Service and related		7	—	—	—	—	—	7
Total		16	—	—	1	1	6.3	17

Figure 28.XIII

Executive direction and management: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Programme of work****Subprogramme 1****Campaigns and country operations services**

28.74 The proposed regular budget resources for 2023 amount to \$40,043,400 and reflect an increase of \$34,800 compared with the appropriation for 2022. The proposed increase is explained in paragraphs 28.63 (a) and 28.65 (b). Additional details on the distribution of the proposed resources for 2023 are reflected in table 28.14 and figure 28.XIV.

Table 28.14

Subprogramme 1: evolution of financial and post resources

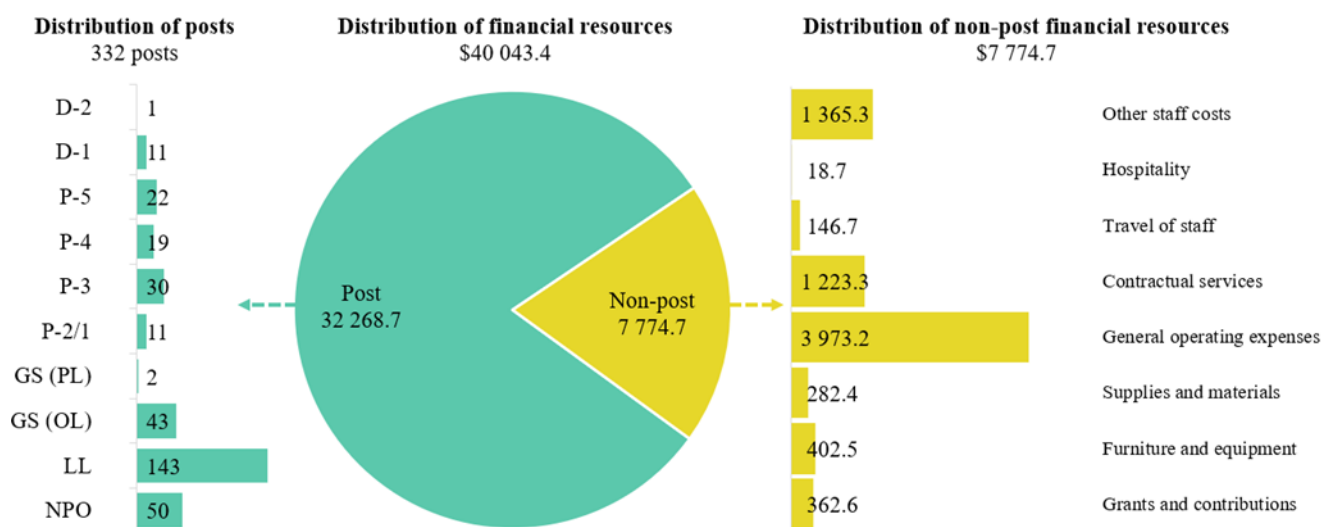
(Thousands of United States dollars/number of posts)

	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	27 109.7	32 219.1	34.8	—	14.8	49.6	0.2	32 268.7
Non-post	6 072.7	7 789.5	—	—	(14.8)	(14.8)	(0.2)	7 774.7
Total	33 182.3	40 008.6	34.8	—	—	34.8	0.1	40 043.4
Post resources by category								
Professional and higher		94	—	—	—	—	—	94
General Service and related		238	—	—	—	—	—	238
Total		332	—	—	—	—	—	332

Figure 28.XIV

Subprogramme 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed and extrabudgetary resources**

- 28.75 Other assessed resources for the subprogramme are estimated at \$532,600 and would provide for two posts (2 P-4), as well as non-post resources. The resources would be used mainly to support peacekeeping missions through guidance, backstopping and advice on their communications strategies, workplans and communications campaigns; the organization of training; the maintenance of digital and web platforms; and the provision of assistance to missions during start-up or downsizing. The expected decrease of \$28,000 is attributable mainly to reduced requirements for general temporary assistance, 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.
- 28.76 Extrabudgetary resources for the subprogramme are estimated at \$496,700 and would provide for non-post requirements. The resources would be used mainly to support activities such as in relation to communications campaigns specific to donor countries. The expected increase of \$82,700 is attributable mainly to additional resources for operating expenses apportioned to the offices of United Nations information centres.

**Subprogramme 2
News services**

- 28.77 The proposed regular budget resources for 2023 amount to \$33,776,500 and reflect a net increase of \$779,000 compared with the appropriation for 2022. The proposed increase is explained in paragraphs 28.63 (b), 28.64 and 28.65 (c). Additional details on the distribution of the proposed resources for 2023 are reflected in table 28.15 and figure 28.XV.

Table 28.15

Subprogramme 2: evolution of financial and post resources

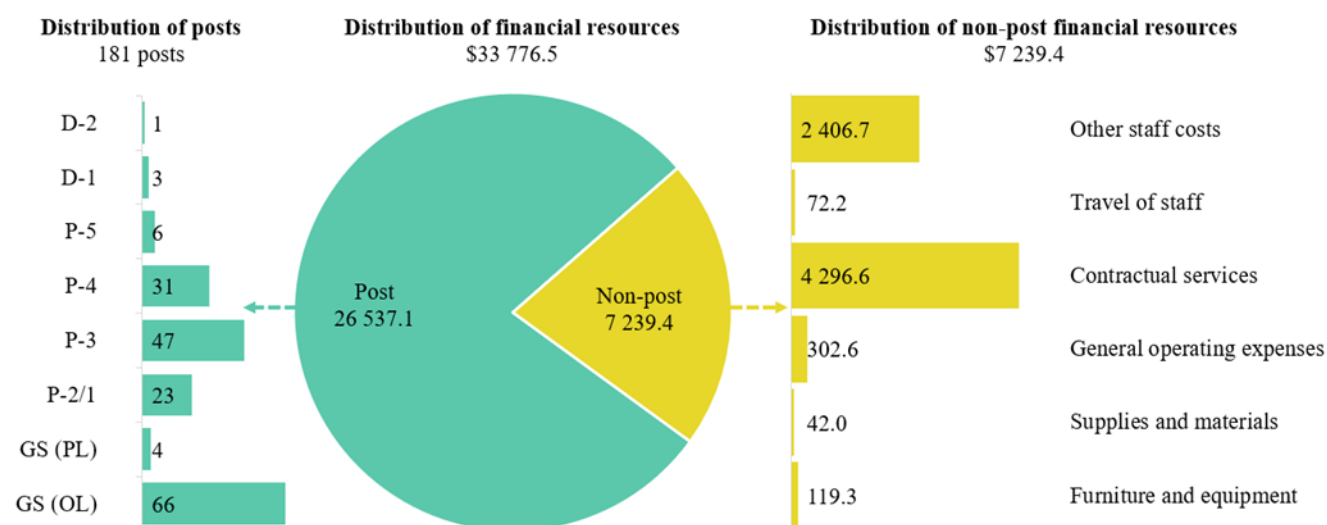
(Thousands of United States dollars/number of posts)

	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	27 316.1	26 602.2	—	—	(65.1)	(65.1)	(0.2)	26 537.1
Non-post	5 441.2	6 395.3	(6.3)	13.7	836.7	844.1	13.2	7 239.4
Total	32 757.3	32 997.5	(6.3)	13.7	771.6	779.0	2.4	33 776.5
Post resources by category								
Professional and higher		111	—	—	—	—	—	111
General Service and related		70	—	—	—	—	—	70
Total		181	—	—	—	—	—	181

Figure 28.XV

Subprogramme 2: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed and extrabudgetary resources**

28.78 Other assessed resources for the subprogramme are estimated at \$327,400 and would provide for two posts (1 P-2/1 and 1 General Service (Other level)), as well as non-post resources. The resources would be used mainly to support activities, such as in relation to the broadcasting of stories and the hosting of peacekeeping-related videos online. The increase of \$11,700 relates to the updated standard 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.

28.79 Extrabudgetary resources for the subprogramme are estimated at \$2,450,400 and would provide for non-post resources. The resources would be used mainly to support substantive multimedia activities in Hindi. The expected increase of \$388,500 is attributable mainly to additional non-post requirements relating to multimedia activities in Hindi, in line with anticipated contributions.

Subprogramme 3 Outreach and knowledge services

28.80 The proposed regular budget resources for 2023 amount to \$20,649,400 and reflect a net increase of \$45,700, compared with the appropriation for 2022. The proposed increase is explained in paragraph 28.65 (d). Additional details on the distribution of the proposed resources for 2023 are reflected in table 28.16 and figure 28.XVI.

Table 28.16

Subprogramme 3: evolution of financial and post resources

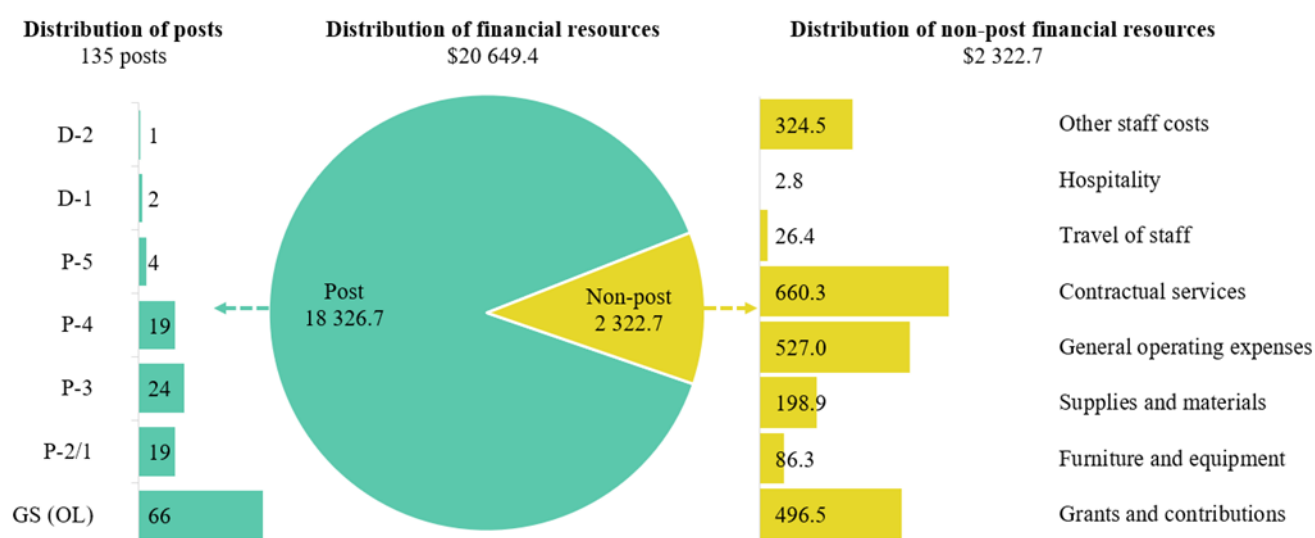
(Thousands of United States dollars/number of posts)

	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	17 748.2	18 283.1	—	—	43.6	43.6	0.2	18 326.7
Non-post	1 601.8	2 320.6	—	—	2.1	2.1	0.1	2 322.7
Total	19 350.0	20 603.7	—	—	45.7	45.7	0.2	20 649.4
Post resources by category								
Professional and higher		68	—	—	—	1	1.5	69
General Service and related		66	—	—	—	—	—	66
Total		134	—	—	—	1	0.7	135

Figure 28.XVI

Subprogramme 3: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 28.81 Extrabudgetary resources for the subprogramme are estimated at \$8,324,300 and would provide for 10 posts (1 P-3 and 9 General Service (Other level)), as well as non-post resources. The resources would be used mainly to support the substantive and operational activities of the United Nations Development Business, the Office of the Envoy of the Secretary-General on Youth and the United Nations System Electronic Information Acquisition Consortium. The expected decrease of \$278,100 is attributable mainly to a reduction in the number of extrabudgetary activities in line with anticipated income.

Programme support

- 28.82 The proposed regular budget resources for 2023 amount to \$3,794,400 and reflect no change compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 28.17 and figure 28.XVII.

Table 28.17

Programme support: evolution of financial and post resources

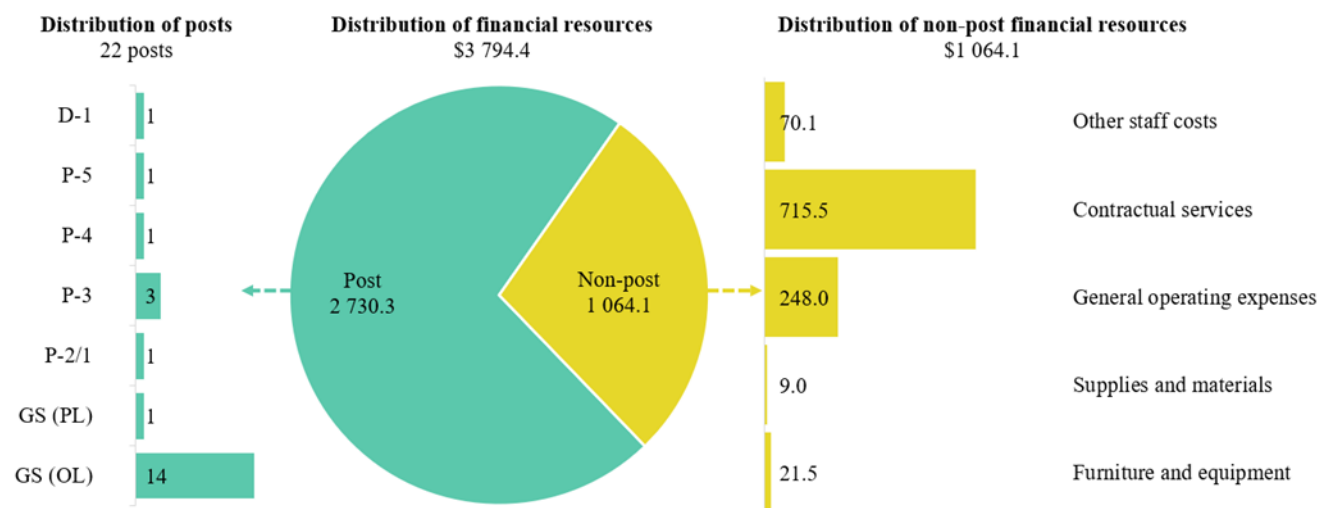
(Thousands of United States dollars/number of posts)

	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	2 583.8	2 730.3	—	—	—	—	—	2 730.3	
Non-post	1 017.5	1 064.1	—	—	—	—	—	1 064.1	
Total	3 601.3	3 794.4	—	—	—	—	—	3 794.4	
Post resources by category									
Professional and higher		7	—	—	—	—	—	7	
General Service and related		15	—	—	—	—	—	15	
Total		22	—	—	—	—	—	22	

Figure 28.XVII

Programme support: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 28.83 Extrabudgetary resources for programme support are estimated at \$546,300 and would provide for one post (General Service (Other level)) and non-post resources. The resources would be used to support the implementation of extrabudgetary activities through the provision of administrative services to all subprogrammes. The expected decrease of \$173,500 is attributable mainly to decreased non-post requirements in line with actual expenditure experience in prior periods and anticipated extrabudgetary resources for 2023.

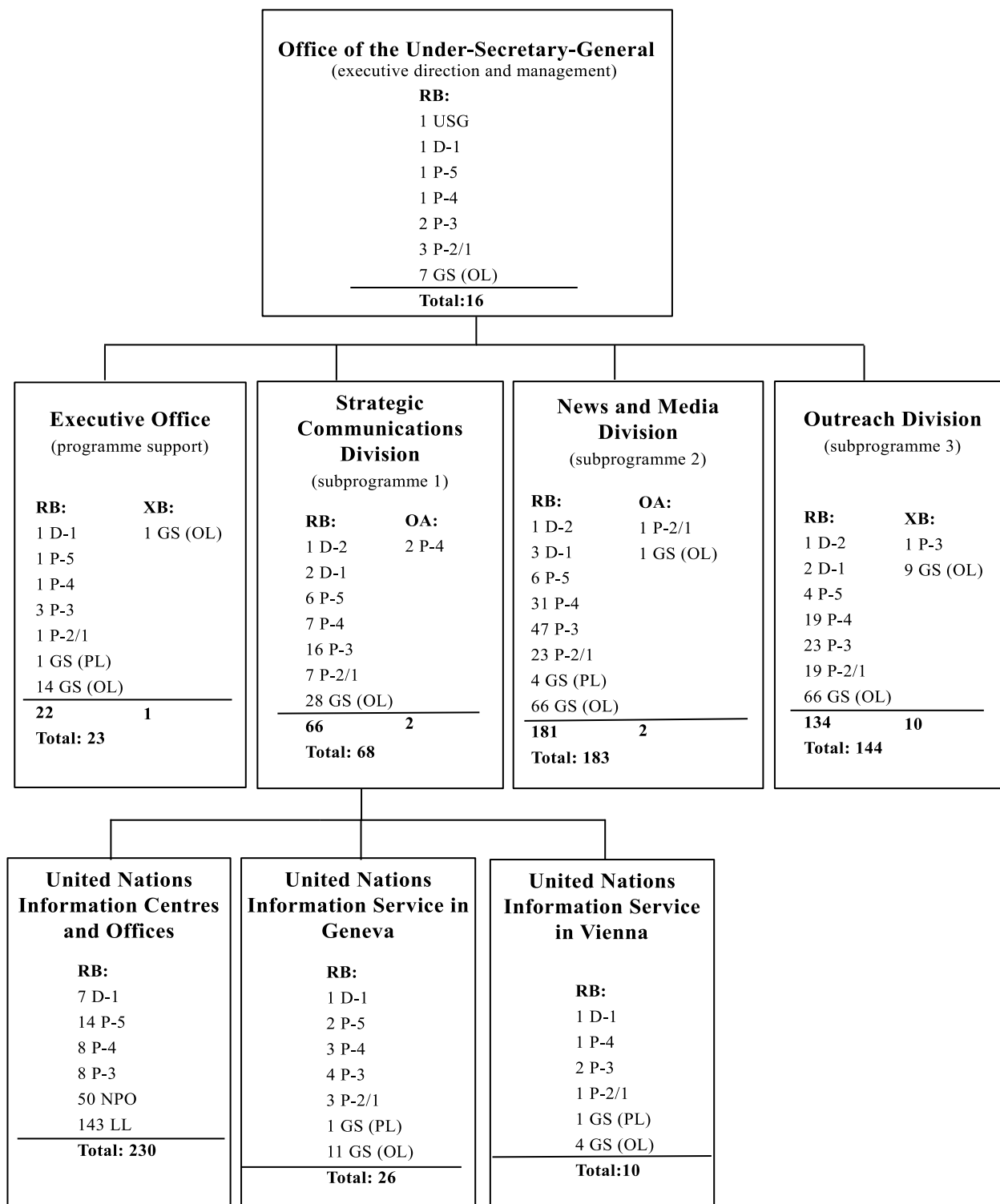
Annex I

Organizational structure and post distribution for 2023

Two charts showing the organizational structure of the Department of Global Communications are presented below. Chart A reproduces the approved organizational structure for 2022. Chart B presents the proposed organizational structure for 2023.

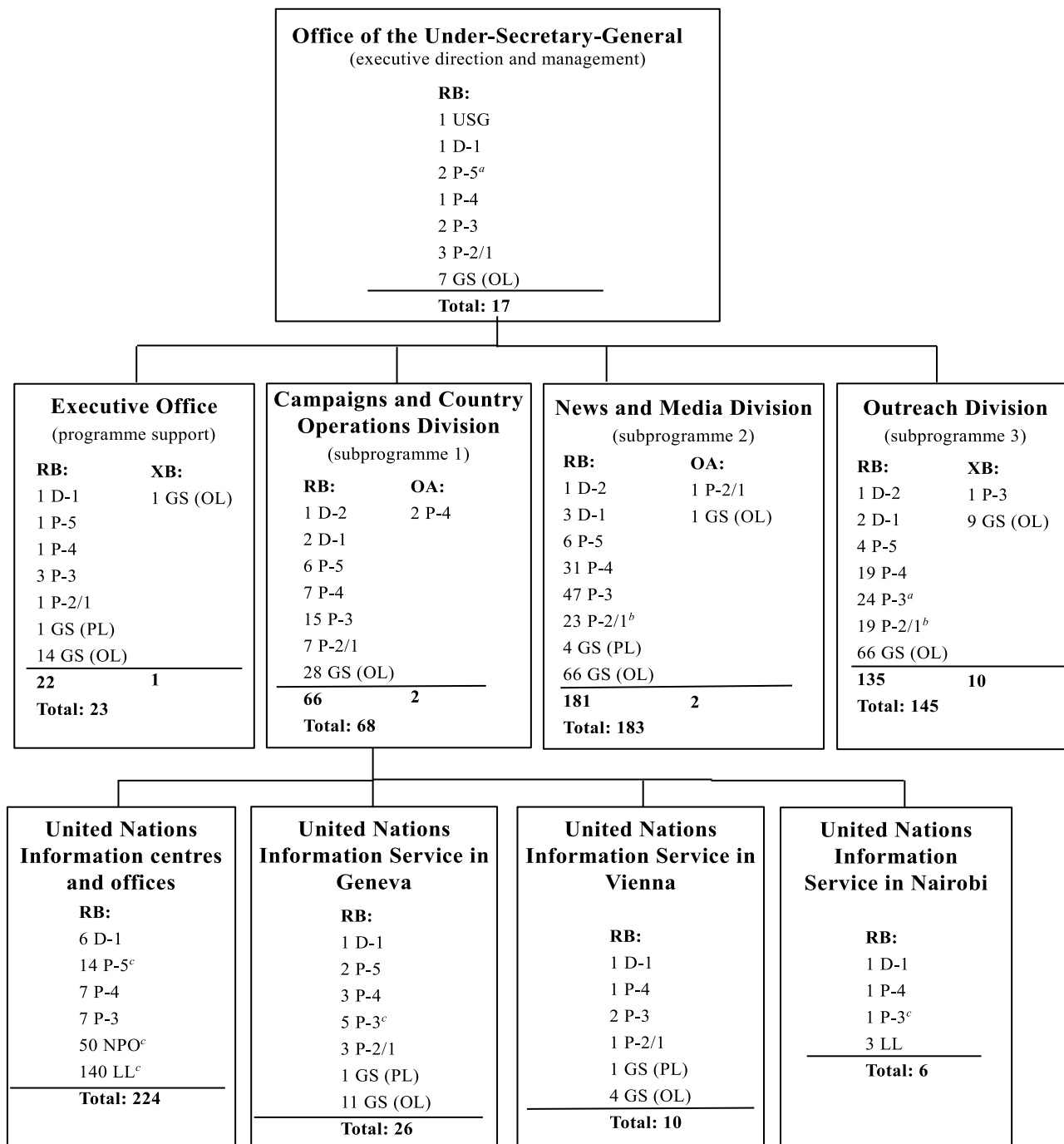
Justification for the proposed changes

Pursuant to the request contained in General Assembly resolution [76/84](#) A (para. 53) and as part of the ongoing rationalization and harmonization of its field operations, the Department plans to categorize its information centre in Nairobi as a United Nations information service, in order to align the information support system of that headquarters duty station with that of Geneva and Vienna, so that all three offices have dual reporting lines to the Director-General of the respective headquarters duty station and the Under-Secretary-General for Global Communications.

A. Approved organizational structure and post distribution for 2022

Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; OA, other assessed; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

B. Proposed organizational structure and post distribution for 2023



^a Establishment of one Senior Public Information Officer (P-5) under executive direction and management and one Public Information Officer (P-3) under subprogramme 3.

^b Reassignment of one Associate Public Information Officer (P-2) as Associate Information Management Officer (P-2) under subprogramme 2; and one Associate Librarian (P-2) as Associate Information Systems Officer (P-2) and one Associate Graphic Designer (P-2) as Associate Information Management Officer (P-2) under subprogramme 3.

^c Redeployment of five posts (1 P-5, 1 NPO, 3 LL) from Lagos, Nigeria, to Abuja, 1 P-3 post from Dar es Salaam, United Republic of Tanzania, to Nairobi and 1 P-3 post from New York to Geneva, under subprogramme 1.

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

A/76/7 and A/76/7/Corr.1

The Committee also welcomes the opportunities available to the Department of Global Communications for: greater unification of messaging; increased multilingual output, including through the taking of prompt action to fill its high number of vacant posts and, in so doing, to build a more geographically and linguistically diverse workforce; more effective and coordinated application of technology and media channels, in particular through social media; structural rationalization; and cost efficiencies. The Committee recommends that the General Assembly request the Secretary-General to report on these ongoing efforts in the context of the next budget submission (para. VII.4).

The Committee recommends that the General Assembly request the Secretary-General to strengthen multilingualism and provide the consolidated resource requirements for the production of press releases in the six official languages in the context of his next budget submission (see also paras. VII.22 and VII.28) (para. VII.6).

The Advisory Committee is concerned by and stresses the need to address the Department's geographical imbalance and lack of linguistic diversity and trusts that the Department's global staffing requirements, both at Headquarters and in the United Nations information centres, will be urgently reviewed and that the outcome of these efforts will be provided in the context of the next budget submission (para. VII.17).

The Advisory Committee trusts that improvements in the quality of meeting records and press releases will continue to be achieved and that efforts will be made to identify resources for improved multilingual production (see paras. VII.5, VII.6 and VII.22). The Committee recommends that the General Assembly request the Secretary-General to present a cost-effective proposal to expand the multilingual production of meeting records and press releases within existing resources (para. VII.28).

The Department has prioritized the recruitment of staff since the lifting of the hiring freeze. Information in respect of the effective use of technology and media channels, in particular social media, has been reflected in part A of the present report.

The Department always strives, within its existing resources, to do more with regard to multilingualism, and it has been able to provide more multilingual services when Member States have provided it with additional resources, such as in their support for multilingual United Nations webcasting.

The Department has diverse and multilingual staff members, including language-specific teams in United Nations News (for the six official languages and three other languages, Hindi, Kiswahili and Portuguese), the Web Services Section (for the six official languages) and the Social Media Section (for the six official languages, and three other languages, Hindi, Kiswahili and Portuguese). In 2021, supplementary language capacity was provided for webcasting in the six official languages.

The Department continues to explore various technical options with the Department for General Assembly and Conference Management regarding the possibility of the automated translation of the press releases into four languages (Arabic, Chinese, Russian and Spanish). However, additional staff would still be required with such solutions to ensure that the translations are accurate.

Annex III

Summary of proposed post changes by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-5	Establishment of 1 Senior Public Information Officer	The proposed establishment of one post at the P-5 level would strengthen the strategic communications planning and coordination function within the Office of the Under-Secretary-General for Global Communications by building capacity in the areas of crisis communication and reputation management, strategic planning and system coordination. The incumbent would lead the delivery of the global communications strategy for the United Nations in a continuously evolving media landscape in which public engagement and action are sought for a growing number of crises. The incumbent would strengthen the operational response and coordination role by convening relevant United Nations entities and partners within crisis cells to align approaches and messaging, including through the identification of emerging issues. The incumbent would also take the lead on crisis communications policy, guidance and training, to help mitigate risk and ensure that United Nations staff are better prepared to respond. This additional capacity would ensure the provision of strategic guidance on United Nations communications and the identification of opportunities for effective delivery within a congested media landscape.
Subprogramme 1 Campaigns and country operations services	1	P-3	Redeployment (geographical) of 1 Public Information Officer from Dar es Salaam, United Republic of Tanzania, to Nairobi	As part of the ongoing rationalization and harmonization of its field operations, the Department will categorize its information centre in Nairobi as a United Nations Information Service in order to align the information support system of that headquarters duty station with that of Geneva and Vienna, due to the fact that all three offices both have dual reporting lines to the Director-General of the respective headquarters duty station and the Under-Secretary-General for Global Communications. Following this alignment, the United Nations Information Service in Nairobi will be the single service provider on all public information services at that duty station. The proposed redeployment would strengthen the communications team in the information service in Nairobi, which comprises one Head of Office (D-1), one Public Information Officer (P-4) and three General Service (Other level) support staff. The incumbent would help the United Nations Information Service in Nairobi with the timely and full delivery of its core functions, including by: (a) providing information and communications support to the Director-General of the United Nations Office at Nairobi, the Secretary-General and other high-level officials during their visits to Kenya, as well as to the United Nations country teams in Kenya, Seychelles and Uganda; (b) serving as the information centre for Kenya, Seychelles and Uganda, and as the focal point for public information and media relations for the United Nations in those countries; (c) providing radio, video, photography and social media coverage and facilitating media coverage of the activities and meetings of United Nations entities; (d) chairing the United Nations Communications Group to facilitate the coordination of communications activities between the Nairobi-based United Nations entities and other international organizations; (e) organizing outreach events and activities to promote the work and priorities of the United Nations; and (f) administering the visitors' service, which conducts guided tours of the United Nations Office at Nairobi in order to inform the public about the activities of the United Nations in Nairobi and beyond.

Section 28 Global communications

Component/subprogramme	Posts	Grade	Description	Reason for change
	1	P-3	Redeployment (geographical) of 1 Public Information Officer from New York to Geneva	The redeployment of the one post (P-3) would allow the Department to provide 24-hour social media coverage by having a member of the social media team located in a different time zone. This would allow the Department to manage reputational risk by overseeing content posted during the night hours in New York and to respond to global events in real time.
	1	P-5	Redeployment (geographical) of 1 Director, Information Centre, from Lagos, Nigeria, to Abuja	In line with the report of the Secretary-General entitled “Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet” (A/72/684-E/2018/7) and General Assembly resolution 72/279 , in which the Assembly called for the increased core capacity of resident coordinators and country teams, and for the formation of an integrated communications structure in each country through the co-location and merging of the country offices of the United Nations information centres and the resident coordinator offices, the Department is proposing to move its information centre in Lagos, Nigeria, including its staff, to the office of the resident coordinator in Abuja. This co-location and post redeployment would help to strengthen the communications capacity of the country team.
	1	NPO	Redeployment (geographical) of 1 Associate Public Information Officer from Lagos, Nigeria, to Abuja	
	3	LL	Redeployment (geographical) of 3 posts (1 Public Information Assistant, 1 Team Assistant and 1 Library Assistant) from Lagos to Abuja	
Subprogramme 2 News services	1	P-2	Reassignment of 1 Associate Public Information Officer as Associate Information Management Officer	The reassignment of one post (P-2) would support the increase in the complexity and technical scope of the work of the Multimedia Resources Unit. The information technology work in that Unit, which oversees the development and management of the global integrated multimedia platform system (GLIMPS), has increased. That system includes the websites of the webcasting services, the audiovisual library, the photo library and UNifeed, some of which are available in the six official languages. The Unit also manages several information technology platforms (e.g. Orange Logic and Contegix), the Department’s asset management system and its integration with workflows for several teams in the Audiovisual Services Section. The reassignment would support the evolving needs and demand for information technology skills.
Subprogramme 3 Outreach and knowledge services	1	P-3	Establishment of 1 Public Information Officer	The establishment of one post (P-3) was proposed in the context of the Secretary-General’s report on addressing racism and promoting dignity for all in the United Nations Secretariat (A/76/771).
	1	P-2	Reassignment of 1 Associate Librarian as Associate Information System Officer	The reassignment of two posts at the P-2 level reflects the evolving operational requirements of the work, which entails more advanced information technology skills, in particular within the Dag Hammarskjöld Library. The reassignment is intended to reinforce the Department’s capacity for digital information management, digital communications skills and graphic design functions.
	1	P-2	Reassignment of 1 Associate Graphic Designer as Associate Information Management Officer	

Abbreviations: LL, local level; NPO, National Professional Officer.