



General Assembly

Distr.: General
24 March 2022

Original: English

Seventy-seventh session

Items 139 and 140 of the preliminary list*

Proposed programme budget for 2023

Programme planning

Proposed programme budget for 2023

Part X

Jointly financed administrative activities and special expenses

Section 31

Jointly financed administrative activities

Programme 27

Jointly financed activities

Contents

	<i>Page</i>
I. International Civil Service Commission	3
Foreword	3
A. Proposed programme plan for 2023 and programme performance in 2021**	4
Overall orientation	4
Programme of work	4
B. Proposed post and non-post resource requirements for 2023***	10
Overview	10

* [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.



II.	Joint Inspection Unit.	15
	Foreword	15
A.	Proposed programme plan for 2023 and programme performance in 2021**	16
	Overall orientation	16
	Programme of work	16
B.	Proposed post and non-post resource requirements for 2023***	21
	Overview	21
III.	United Nations System Chief Executives Board for Coordination	25
	Foreword	25
A.	Proposed programme plan for 2023 and programme performance in 2021**	26
	Overall orientation	26
	Programme of work	26
B.	Proposed post and non-post resource requirements for 2023***	33
	Overview	33
Annexes		
I.	Organizational structure and post distribution for 2023	37
II.	Summary of follow-up action taken to implement relevant recommendations of advisory and oversight bodies	40
III.	Summary of proposed post changes, by component	41
IV.	Summary of information on the cost-sharing methodology applied in establishing the United Nations share of jointly financed activities	42
V.	Overview of financial and post resources	43

I. International Civil Service Commission

Foreword

The Mandate of the International Civil Service Commission (ICSC) covers all facets of the conditions of service of staff throughout the United Nations common system. Its purpose is centred on regulating and harmonizing the conditions of service of staff and on making the improvements necessary to ensure that staff keep pace with the changing world.

Following the implementation of a new compensation package, five years prior, the Commission conducted a comprehensive assessment of the changes to determine whether the reform objectives had been achieved. Overwhelmingly, the organizations found that the new compensation system was more equitable, simpler and more transparent. Many improvements were noted. According to them, the new salary structure was better aligned with the principle of equal pay for work of equal value. The education grant scheme became simpler and more streamlined. The revised field-related compensation components were found to be fit for purpose, incentivizing geographical mobility and service in hardship locations. Overall, the new package was perceived as more effective and sustainable.

Since the implementation of the package, there have been dramatic changes in the work environment, owing mostly to the global coronavirus disease (COVID-19) pandemic. Employees have been forced to work outside the workplace and have had to adapt their knowledge and skills in record time. In the context of this rapidly changing environment and the Sustainable Development Goals, it is imperative that a new paradigm that fits today's reality be adopted concurrently.

As in the past, the Commission will continue its flexible approach to ensure that the United Nations common system stays on track and keeps pace with tomorrow's world. ICSC remains poised to support the common system organizations in delivering their mandates and the 2030 Agenda for Sustainable Development, taking into consideration that there may be changes in operational conditions associated with the pandemic and that may necessitate agile responses.

(Signed) Larbi **Djacta**
Chair of the International Civil Service Commission

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

Overall orientation

Mandates and background

- 31.1 The International Civil Service Commission (ICSC) was established pursuant to General Assembly resolution 3357 (XXIX) and is responsible for the regulation and coordination of the conditions of service for the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. In the exercise of its functions, the Commission is guided by the principles set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements.

Programme of work

Objective

- 31.2 The objective, to which ICSC contributes, is to ensure fair and harmonized conditions of service for staff in the United Nations common system.

Strategy and external factors for 2023

- 31.3 To contribute to the objective, the Commission will:
- (a) Continue to develop and strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles;
 - (b) Apply the methodologies for determining salaries and post adjustment classifications;
 - (c) Provide guidance and advice on the administration of human resources management policies and systems, including job evaluation standards and tools, and substantive support for all stakeholders;
 - (d) Lend its expertise to stakeholders and work closely with the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB);
 - (e) Seek feedback from organizations on the conditions of service of staff;
 - (f) Conduct workshops to educate staff on the work of the Commission and on the benefits and entitlements available to staff of the United Nations common system;
 - (g) Carry out periodic global surveys to solicit information from the staff at large, all in an effort to determine the most appropriate conditions of service;
 - (h) Analyse the conditions of service of staff in difficult duty stations.
- 31.4 The Commission has developed standards of conduct, the intent of which is to reflect the overarching ideals of behaviour and conduct for an international civil service. Thus, the standards inspire and provide explanations to staff in the organizations of the common system by articulating some basic standards that form the ethical underpinnings of an international civil service. Following recent developments in the organizations of the common system to address current ethical challenges, including racism, the Commission will review its standards of conduct as scheduled in its programme of work for 2023. The Commission will collect information from common system organizations in order to conduct its review and propose relevant updates to the standards of conduct to be used as a guide within the common system.

- 31.5 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 its programme owing to the coronavirus disease (COVID-19) pandemic. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 31.6 The above-mentioned work is expected to result in:
 - (a) Equitable conditions of service in each duty station;
 - (b) A coherent and effective human resources management system that is aligned closely with the achievement of organizational goals and objectives.
- 31.7 With regard to the external factors, the overall plan for 2023 is based on the planning assumption that organizations of the United Nations common system provide timely information, as requested by ICSC, and that they fully implement the Commission's decisions and recommendations.
- 31.8 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In 2023, the Commission will update the General Assembly on the implementation of existing gender policies in the United Nations common system and report on the implementation of the Commission's recommendations.

Programme performance in 2021

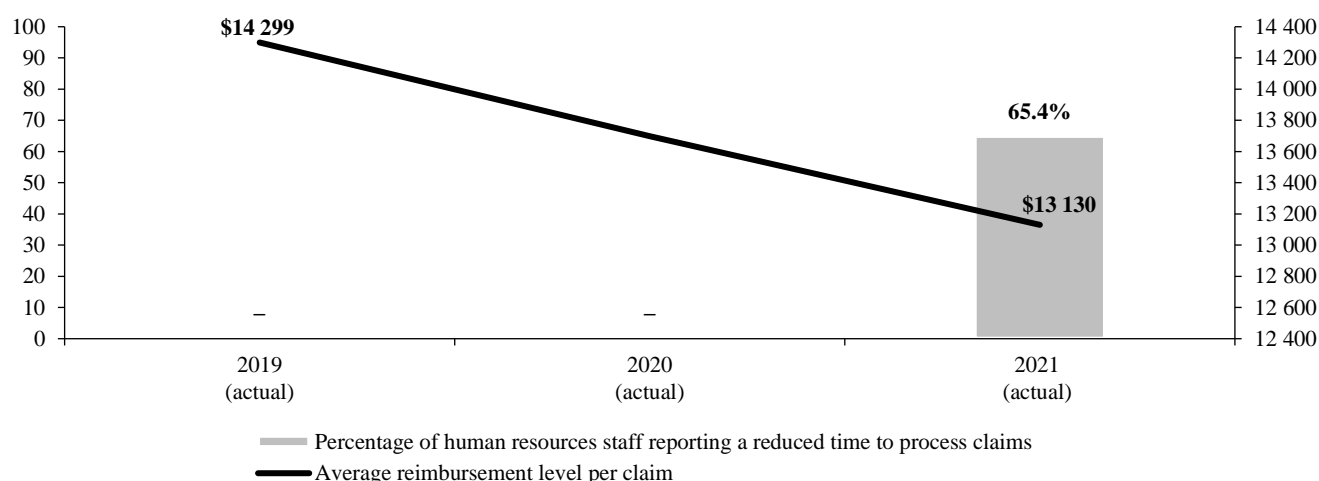
A simplified, transparent, unified and cost-effective education grant scheme

- 31.9 The General Assembly, in its resolution [74/255](#) B, requested a detailed review on the education grant reimbursement scale and the level of the boarding lump sum, taking into consideration a maximum amount per household. The Commission conducted the detailed review requested by the Assembly on the basis of relevant education-related data collected from the common system organizations. These data reviewed by the Commission included a database of education grant claims covering the 2018/19 academic year, which were analysed in terms of their distribution by staff location, by education level and by relative share of tuition and enrolment-related fees between headquarters and field locations. The distribution of schools was also examined by bracket of the sliding scale. In addition, the breakdown of boarding assistance claims by staff location and by education level was reviewed. The education grant claims data were also used to analyse the financial support per household provided by the organizations in order to assess the feasibility of establishing a limit on such support. Practices of other external entities, such as other intergovernmental organizations whose provision of the education-related benefits appeared to be comparable to the common system's education grant scheme, were also examined.
- 31.10 The work of ICSC contributed to a general agreement among Commission members that the revised education grant scheme worked well and was more cost-effective, streamlined and transparent than the previous education grant scheme and that there was no compelling conceptual or financial reason to limit the maximum amount per household. Furthermore, it was noted that incentives had been established to send children to less expensive schools by having a sliding scale and that the grant was much easier to administer. Given that roughly half of the education grant claims fell in the lowest bracket, the Commission members saw this as a demonstration of the intended incentive towards less costly choices. Furthermore, the General Assembly, in its resolution [76/240](#), decided to maintain the reimbursement rates of the seven brackets and adjust the revised sliding reimbursement scale upward on the basis of the scale approved by the Assembly in its resolution [70/244](#).
- 31.11 Progress towards the objective is presented in the performance measure below (see figure 31.I).

Figure 31.I

Performance measure: average education grant claim costs and survey results

(Percentage/United States dollars)


Impact of the pandemic

- 31.12 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates. In particular, some activities that had been postponed in 2020 owing to the pandemic had to be completed in 2021. In addition, the spring session of the Commission was postponed and subsequently adjusted to a shortened one-week fully virtual session in May 2021. Furthermore, the summer session of the Commission was delivered in a hybrid format with additional agenda items that were carried over from the spring session. A planned working group relating to parental leave was also rescheduled from the spring to the fall of 2021. In order to accomplish its planned objectives for that year, other planned activities such as data collection also had to be modified during 2021. For example, where possible, the Commission made use of online tools to collect some of the data needed in completing its price surveys.

Planned results for 2023
Result 1: focusing more on the needs of stakeholders
Programme performance in 2021 and target for 2023

- 31.13 The subprogramme's work contributed to the absence of litigation from staff, which met the planned target.
- 31.14 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 31.1).

Table 31.1

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Staff litigation against a decision by the Commission	Improved understanding by staff of the methodology used to determine post adjustments and the role of the Commission, manifested through increased awareness of and expressed understanding by stakeholders during the review meeting and subsequent presentation and endorsement at the meeting of the Advisory Committee on Post Adjustment Questions	Absence of litigation from staff	General Assembly reiterating the role of the Commission, continued absence of litigation from staff and strong acceptance of new survey methodology by all stakeholders	Approval by the Commission of the results of the cost-of-living surveys and timely and consistent implementation of the results by all headquarters duty stations

Result 2: improved conditions of service, retention and attraction of staff in duty stations with extreme hardship
Programme performance in 2021 and target for 2023

- 31.15 The programme's work contributed to positive indications from interim data of staff satisfaction with the option to decide on whether to install their families or not at extreme hardship duty stations, which met the planned target.
- 31.16 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 31.2).

Table 31.2

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Staff given choices in deciding whether or not to install their families in duty stations with extreme hardship conditions	Staff given choices in deciding whether or not to install their families in duty stations with extreme hardship conditions	Positive indications from interim data of staff satisfaction with the option to decide on whether to install their families at extreme hardship duty stations, as shown by a positive upward increase in staff opting to accept a grant in the amount of \$15,000 annually at category E hardship duty stations in lieu of installation of eligible dependants	Attraction and retention of staff, especially women, in duty stations classified as undergoing extreme hardship	Positive indications and preliminary data suggest improvements in the attraction and retention of staff, especially women, in duty stations classified as undergoing extreme hardship

Result 3: strengthened incentives to promote multilingualism of the workforce in the common system

Proposed programme plan for 2023

- 31.17 The General Assembly, in its resolution [76/240](#), invited the Commission to include the issue of multilingualism of the workforce in its programme of work for 2022–2023. The common system has several incentives to promote multilingualism, including organizations providing free language training to their Professional and General Service staff, and the provision of a pensionable language allowance. The Commission, in its 2021 report, discussed observations on the issue of multilingualism, including the limited language incentives that exist across the common system and language requirements for posts.

Lessons learned and planned change

- 31.18 The lesson for the Commission was that the assessment and monitoring of multilingualism in the common system was fragmented. In applying the lesson, the subprogramme will explore ways to monitor and assess multilingualism in the workforce within the Commission's programme of work. The Commission will discuss the issue in 2022 and 2023 and draw on diverse perspectives from across its network to formulate ways of capturing the challenges and opportunities of multilingualism in the workforce with a view to considering policy options, including incentives to promote multilingualism.
- 31.19 Expected progress towards the objective is presented in the performance measure below (see table 31.3).

Table 31.3

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	—	—	Commission members provide perspectives and recommendations on multilingualism in the workforce in their relevant contexts	The General Assembly considers policy options to support the adoption of more coherent and focused incentives to promote multilingualism

Legislative mandates

- 31.20 The list below provides all mandates entrusted to the Commission.

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission	76/240	United Nations common system
-----------------------------	-------------------------------------------------------	------------------------	------------------------------

Deliverables

31.21 Table 31.4 lists all deliverables of the Commission.

Table 31.4

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)	1	1	1	1
1. International Civil Service Commission annual report	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	56	45	56	56
Meetings of:				
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Advisory Committee on Post Adjustment Questions	1	1	1	1
6. The International Civil Service Commission spring and summer sessions	44	33	44	44
7. The International Civil Service Commission on specific issues of conditions of service (working group)	8	8	8	8
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	17	–	18	17
8. Workshops on the common system compensation package	17	–	18	17
Publications (number of publications)	23	24	24	24
9. Monthly (or bimonthly) revisions and promulgations of post adjustment and rental subsidy thresholds	9	9	9	9
10. Monthly (or bimonthly) revisions and promulgations of approximately 400 daily subsistence allowance rates	8	9	9	9
11. Salaries and allowances booklet	1	1	1	1
12. Post adjustment booklet	2	2	2	2
13. Guide to mobility and hardship scheme and related arrangements	1	1	1	1
14. Information on danger pay locations	1	1	1	1
15. Rest and recuperation framework	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to the United Nations Appeals Tribunal and the International Labour Organization Administrative Tribunal on specific areas relating to human resources management; research papers on specific issues raised by Member States, organizations and staff representatives (restricted documents of the Commission); and information meetings with Member States and organizations outside the United Nations common system.				
E. Enabling deliverables				
Administration: International Civil Service Commission website; substantive documents for the Commission and the Advisory Committee on Post Adjustment Questions reports; and salary surveys and cost-of-living surveys for more than 60 field duty stations.				

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

International Civil Service Commission

Overview

31.22 The proposed jointly financed resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 31.5 to 31.7.

Table 31.5

Overall: evolution of financial resources by object of expenditure (jointly financed)

(Thousands of United States dollars)

	2021 expenditure	2022 approved	Technical adjustments	New/ expanded mandates	Changes			2023 estimate (before recosting)
					Other	Total	Percentage	
Post	8 391.4	8 231.9	—	—	—	—	—	8 231.9
Other staff costs	18.3	142.3	—	—	—	—	—	142.3
Non-staff compensation	600.4	577.2	—	—	—	—	—	577.2
Hospitality	—	3.5	—	—	—	—	—	3.5
Consultants	194.3	566.8	—	—	—	—	—	566.8
Travel of representatives	269.0	582.4	—	—	—	—	—	582.4
Travel of staff	335.7	270.2	—	—	—	—	—	270.2
Contractual services	191.1	141.6	—	—	—	—	—	141.6
General operating expenses	489.1	1 026.1	—	—	—	—	—	1 026.1
Supplies and materials	4.7	32.5	—	—	—	—	—	32.5
Furniture and equipment	16.2	57.3	—	—	—	—	—	57.3
Total	10 510.2	11 631.8	—	—	—	—	—	11 631.8

Table 31.6

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	45	1 D-2, 3 D-1, 4 P-5, 9 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)
Proposed for 2023	45	1 D-2, 3 D-1, 4 P-5, 9 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Table 31.7

Overall: proposed posts by category and grade (jointly financed)

(Number of posts)

Category and grade	2022 approved	Changes			Total	2023 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	1	—	—	—	—	1
D-1	3	—	—	—	—	3
P-5	4	—	—	—	—	4
P-4	9	—	—	—	—	9
P-3	3	—	—	—	—	3
P-2/1	4	—	—	—	—	4
Subtotal	24	—	—	—	—	24
General Service and related						
GS (PL)	3	—	—	—	—	3
GS (OL)	18	—	—	—	—	18
Subtotal	21	—	—	—	—	21
Total	45	—	—	—	—	45

- 31.23 Additional details on the distribution of the proposed resources for 2023 are reflected in table 31.9 and figure 31.II.
- 31.24 As reflected in table 31.9 and figure 31.II, the overall resources proposed for 2023 amount to \$11,631,800 before recosting, reflecting no change compared with the amount approved for 2022. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.25 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), ICSC is integrating environmental management practices into its operations. For 2023, the Commission will continue its online repository where more of its survey materials are deposited, thus reducing the amount of survey data received by regular email. In addition, the Secretariat has encouraged meeting participants to gain access to documents online, and in cases in which this is not possible, documents have been emailed to meeting participants. This has significantly reduced the number of documents printed and mailed.
- 31.26 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 31.8. In an effort to be fully compliant with the advance purchase policy for air travel, ICSC monitors all necessary planned travel, ensuring that such travel is cleared and approved well in advance of the two weeks. However, in most cases, the Commission is faced with difficulty when staff and members of the Commission are invited to meetings on very short notice to discuss issues affecting staff on the United Nations common system. In 2021, the lower travel compliance rate was influenced by the COVID-19 pandemic, resulting in short notice changes in travel options, as well as imposed and lifted travel restrictions.

Table 31.8
Compliance rate

(Percentage)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	73	72	71	100	100

Table 31.9
Overall: evolution of financial and post resources (jointly financed)

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 approved	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	8 391.4	8 231.9	—	—	—	—	—	8 231.9
Non-post	2 118.8	3 399.9	—	—	—	—	—	3 399.9
Total	10 510.2	11 631.8	—	—	—	—	—	11 631.8
Post resources by category								
Professional and higher		24	—	—	—	—	—	24
General Service and related		21	—	—	—	—	—	21
Total		45	—	—	—	—	—	45

Figure 31.II
Distribution of proposed resources for 2023 (before recosting) – jointly financed

(Number of posts/thousands of United States dollars)

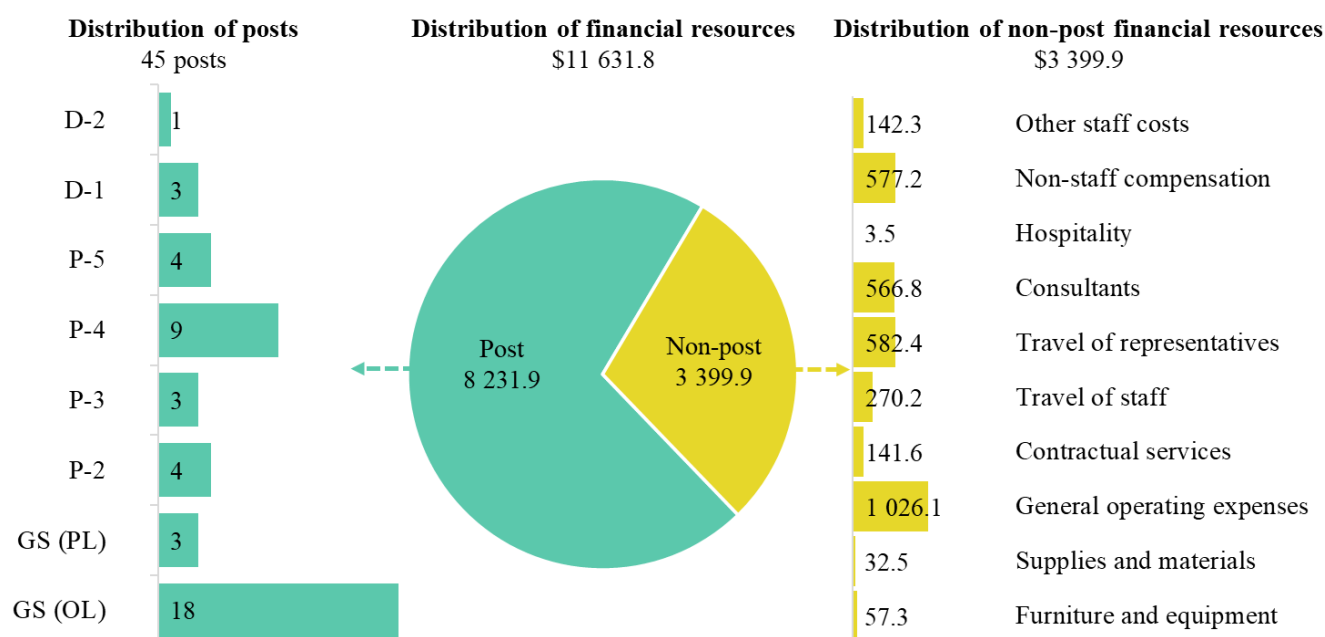


Table 31.10
Evolution of financial and post resources (United Nations share)

(Thousands of United States dollars)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	—	—	—	—	—	—	—	—
Grants and contributions	4 106.8	4 327.0	34.9	—	—	34.9	0.8	4 361.9
Total	4 106.8	4 327.0	34.9	—	—	34.9	0.8	4 361.9

31.27 The proposed regular budget requirements for 2023, in the amount of \$4,361,900, reflect an increase of \$34,900 compared with the appropriation for 2022.

31.28 As reflected in table 31.10, resource changes result from technical adjustments, as follows:

Technical adjustments: An increase of \$34,900 based on the United Nations Secretariat share of the budget of ICSC of 37.5 per cent for 2023, as compared to 37.2 per cent for 2022, as determined by CEB in accordance with the established methodology.

II. Joint Inspection Unit

Foreword

The Joint Inspection Unit is the only independent and external oversight body mandated to conduct reviews across the United Nations system. The Unit works to enhance management and administrative efficiency and to promote greater coordination, both among United Nations entities and with other internal and external oversight bodies, and to strengthen transparency, accountability and learning across the United Nations system.

The effectiveness of the Unit system-wide is a shared responsibility of the Unit, the Member States and the secretariats of the participating organizations, as recognized and reiterated by the General Assembly. Within this context, the Unit acknowledges that, for its part, producing high-quality reports on important, relevant and high-priority issues is an essential element in driving the interest of organizations in the reports of the Unit. The acceptance and implementation of the recommendations made by the Unit, which is a key result of its work, has shown improvement when the executive heads of organizations and their legislative organs and governing bodies give due attention to the findings and recommendations contained in the Unit's reports.

The Unit continually strives to improve the quality, effectiveness and efficiency in the execution of its programme of work, as evidenced by the self-assessment completed in 2022.

(Signed) Gopinathan **Achamkulangare**
Chair of the Joint Inspection Unit

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

Overall orientation

Mandates and background

- 31.29 The Joint Inspection Unit is mandated, through its statute, as contained in General Assembly resolution 31/192, to review matters bearing on the efficiency of services and the proper use of funds and to provide an independent view aimed at improving management and methods and at achieving greater coordination among the organizations of the United Nations system. The Unit performs inspections and evaluations and issues reports, notes and management letters in which it identifies best practices, proposes benchmarks and facilitates information-sharing among all the organizations of the United Nations system that have adopted its statute.

Programme of work

Objective

- 31.30 The objective, to which the Joint Inspection Unit contributes, is to improve the efficiency, effectiveness and coordination of the United Nations system.

Strategy and external factors for 2023

- 31.31 To contribute to the objective, the Joint Inspection Unit will:
- (a) Ensure that its programme of work includes system-wide reviews in the identified main thematic areas: accountability and oversight functions and systems; management and administration practices; the implementation of policies, strategies and programmes, as well as coordination and collaboration on the realization of internationally agreed development goals, such as the Sustainable Development Goals; and governance arrangements and mechanisms, as well as inter-agency coordination;
 - (b) Undertake system-wide reviews of the management and administration practices and methods of the organizations of the United Nations system in the areas of human and financial resources, administration, results-based management, strategic planning and management, change management, risk management, security and safety, and information technology;
 - (c) Focus on system-wide issues that can be assessed across all or multiple organizations in conducting its reviews;
 - (d) Develop and implement effective platforms for the sharing of good practices and knowledge in the various thematic areas of the work of the Unit, including the innovative practices and institutional knowledge originating from the COVID-19 pandemic.
- 31.32 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established procedures and methods. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.

- 31.33 The above-mentioned work is expected to result in:
- (a) Better information for legislative body decision-making;
 - (b) Improved efficiency and effectiveness of the organizations of the United Nations system;
 - (c) Improved coordination and collaboration of the organizations of the United Nations system.
- 31.34 With regard to the external factors, the overall plan for 2023 is based on the planning assumption that participating organizations fully cooperate with the reviews of the Joint Inspection Unit and that recommendations are accepted and implemented.
- 31.35 With regard to coordination and cooperation within the United Nations system, the Unit will continue its engagement in various forums, including the Board of Auditors and the Office of Internal Oversight Services. The engagement of a broad range of actors, including those beyond the traditional inspection sphere, is critical to mobilizing effective responses and pursuing solutions to improve business processes. This means strengthening existing partnerships with independent internal oversight entities and oversight committees in participating organizations, but also pursuing new ones that can help to foster innovative approaches. The Unit will pursue measures to continue to promote an integrated approach to support the implementation of the recommendations included in its reports.
- 31.36 The Joint Inspection Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Unit will continue to examine and report on the gender policies and practices of organizations that it has identified for its management and administration reviews.
- 31.37 In line with the United Nations Disability Inclusion Strategy, the Joint Inspection Unit will also continue to accelerate the effective mainstreaming of disability inclusion, including mitigating measures to overcome any challenges while operationalizing disability inclusion.

Programme performance in 2021

Enhanced understanding of the impact of COVID-19 on the effectiveness and efficiency of the relevant subject areas reviewed by the Joint Inspection Unit

- 31.38 Given the risk that the COVID-19 pandemic posed to the effectiveness and efficiency of operations of the organizations in the United Nations system, the inspectors leading the reviews that were started in 2020 and 2021, after the onset of the pandemic, incorporated that aspect into the scope of their work, where relevant. Those reports included any impact of the pandemic on the subject area that the inspectors had observed. With the range of subject areas under review, some impacts were prevalent to a greater extent than in other subject areas at that time of the reviews.
- 31.39 The reports provided organizations and their legislative organs and governing bodies an indication of the impact that the COVID-19 pandemic might have had on the operations in United Nations system organizations, as well as highlighted good practices observed in some organizations that could be applied in other organizations in the United Nations system (see table 31.11).

Table 31.11
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	Enhanced United Nations system knowledge related to the impact of the COVID-19 pandemic on operational efficiency and effectiveness for 50 per cent of subject areas and organizations for which Joint Inspection Unit reports were issued (4 of 8 reports)	• Enhanced United Nations system knowledge related to the impact of the COVID-19 pandemic on operational efficiency and effectiveness for 100 per cent of subject areas and organizations for which Joint Inspection Unit reports were issued (6 of 6 reports)

2019 (actual)	2020 (actual)	2021 (actual)
		<ul style="list-style-type: none"> • United Nations system organizations are equipped with good practices related to addressing the impact of the COVID-19 pandemic for ensuring effective and efficient operations

Planned results for 2023

Result 1: aligning the programme of work with priorities of the United Nations system for more effective contribution to legislative bodies and organizations

Programme performance in 2021 and target for 2023

- 31.40 The subprogramme's work contributed to the acceptance of 62 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization, which did not meet the planned target of 63 per cent. The shortfall in the planned target (1 per cent) is likely attributed to a lag in the consideration of reports by organizations in the United Nations system. The subprogramme's work also contributed to 5 of 7 reviews adopted in the Unit's programme of work being proposed by participating organizations and oversight bodies, which met the planned target.
- 31.41 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 31.12).

Table 31.12
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
<ul style="list-style-type: none"> • 65 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted • Participating organizations as well as oversight bodies provided proposals for 5 of 8 reviews adopted in the Unit's programme of work 	<ul style="list-style-type: none"> • 61 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted • Participating organizations as well as oversight bodies provided proposals for 5 of 6 reviews adopted in the Unit's programme of work 	<ul style="list-style-type: none"> • 62 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted • Participating organizations as well as oversight bodies provided proposals for 5 of 7 reviews adopted in the Unit's programme of work 	<ul style="list-style-type: none"> • 66 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted • Participating organizations as well as oversight bodies provide proposals for 6 of 8 reviews adopted in the Unit's programme of work 	<ul style="list-style-type: none"> • 68 per cent of recommendations pertaining to United Nations system-wide coordination, coherence and harmonization accepted • Participating organizations as well as oversight bodies provide proposals for 6 of 8 reviews adopted in the Unit's programme of work

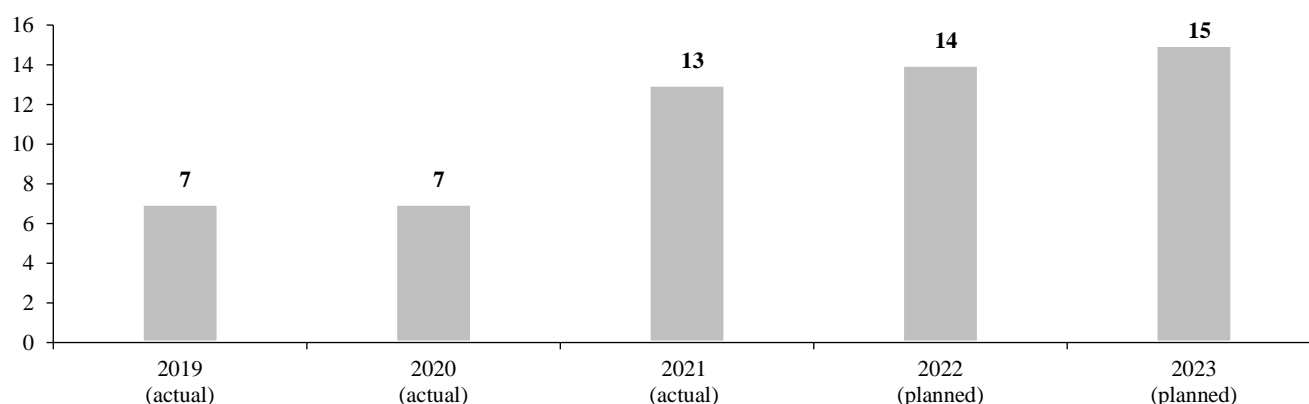
Result 2: governing bodies regularize their consideration of Joint Inspection Unit reports

Programme performance in 2021 and target for 2023

- 31.42 The subprogramme's work contributed to 13 Joint Inspection Unit participating organizations confirming that their legislative organs and/or governing bodies have regularized the consideration of the report of the Unit, which exceeded the planned target of 10 governing bodies. Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 31.III).

Figure 31.III

Performance measure: total number of governing bodies that regularize their consideration of Joint Inspection Unit reports (cumulative)



Result 3: increased acceptance of Joint Inspection Unit recommendations

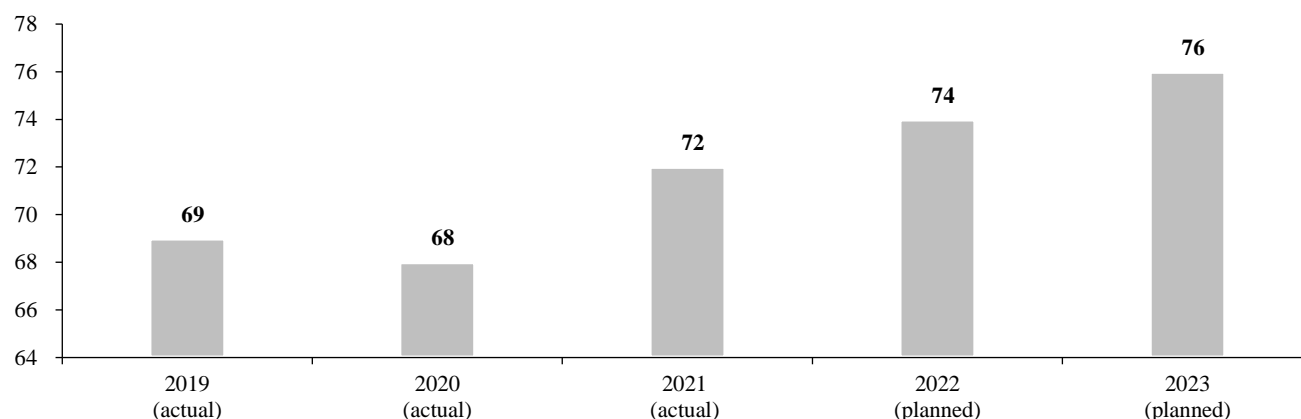
Proposed programme plan for 2023

- 31.43 The value and impact of the work of the Joint Inspection Unit are realized only when the recommendations that the Unit makes are accepted and implemented by its participating organizations. Acceptance of the recommendations is therefore a key result for the Unit and provides the basis for implementation for which the Unit and oversight mechanisms act to hold the organizations accountable for implementation. To support the acceptance and implementation of recommendations, the subprogramme has made concerted efforts to ensure that reviews are on subjects that are relevant, important and a high priority for its participating organizations.
- 31.44 The lesson for the Joint Inspection Unit was that enhanced engagement with the executive heads and the legislative organs and governing bodies of its participating organizations has a direct impact on the rate of acceptance and, in turn, implementation of recommendations. In applying the lesson, the Unit will, within the remit of its statute, target outreach efforts on the basis of an analysis of the implementation of recommendations and organizational challenges identified in previous engagements, with a view to providing targeted support, including practical examples and the translation of recommendations. Furthermore, in line with the Unit's programme of work for 2022, the Unit will examine the process of handling its reports by the Unit's participating organizations and their consideration by their legislative/governing bodies. In the follow-up to this report, the Unit will implement its findings with a view to systematically improving the implementation of recommendations. Expected progress towards the objective is presented in the performance measure below (see figure 31.IV).

Figure 31.IV

Performance measure: rate of acceptance of Joint Inspection Unit recommendations by participating organizations

(Percentage)



Legislative mandates

31.45 The list below provides all mandates entrusted to the Joint Inspection Unit

General Assembly resolutions

31/192 Statute of the Joint Inspection Unit 73/287; 75/270 Joint Inspection Unit

Deliverables

31.46 Table 31.13 lists all deliverables of the Joint Inspection Unit.

Table 31.13

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)	10	7	9	7
1. Report of the Joint Inspection Unit for the year and programme of work for the following year	1	1	1	1
2. Reports of the Joint Inspection Unit on reviews conducted as presented in its programme of work	9	6	8	6
Substantive services for meetings (number of three-hour meetings)	18	11	14	13
Meetings of:				
3. The Fifth Committee	13	9	11	10
4. The Second Committee	2	—	1	1
5. The Committee for Programme and Coordination	2	1	1	1
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	1	1	1	1
7. Notes and management letters	1	1	1	1

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

Joint Inspection Unit

Overview

31.47 The proposed jointly financed resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 31.14 to 31.16.

Table 31.14

Overall: evolution of financial resources by object of expenditure (jointly financed)

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 approved	Changes				Total	Percentage	2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Post	7 355.0	7 553.3	—	—	—	—	—	—	7 553.3
Other staff costs	61.2	52.9	—	—	0.2	0.2	0.4	—	53.1
Consultants	69.6	74.0	—	—	—	—	—	—	74.0
Travel of staff	27.0	319.4	—	—	(0.2)	(0.2)	—	—	319.2
Contractual services	37.0	41.4	—	—	—	—	—	—	41.4
General operating expenses	42.2	65.8	—	—	—	—	—	—	65.8
Supplies and materials	1.3	10.8	—	—	—	—	—	—	10.8
Furniture and equipment	24.3	27.7	—	—	—	—	—	—	27.7
Total	7 618.0	8 145.3	—	—	—	—	—	—	8 145.3

Table 31.15

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	31	12 D-2, 2 P-5, 3 P-4, 4 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)
Proposed for 2023	31	12 D-2, 2 P-5, 3 P-4, 4 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Table 31.16

Overall: proposed posts by category and grade (jointly financed)

(Number of posts)

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	12 ^a	—	—	—	—	12 ^a
P-5	2	—	—	—	—	2
P-4	3	—	—	—	—	3
P-3	4	—	—	—	—	4
P-2/1	1	—	—	—	—	1
Subtotal	22	—	—	—	—	22
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	8	—	—	—	—	8
Subtotal	9	—	—	—	—	9
Total	31	—	—	—	—	31

^a Includes 11 temporary posts for inspectors at the D-2 level.

- 31.48 Additional details on the distribution of the proposed resources for 2023 are reflected in table 31.18 and figure 31.V.
- 31.49 As reflected in table 31.18 and figure 31.V, the overall resources proposed for 2023 amount to \$8,145,300 before recosting, reflecting no change compared with the amount approved for 2022. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.50 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Joint Inspection Unit will continue to reduce its carbon footprint by reducing the amount of photocopy paper used and the quantity of documentation printed, as well as by limiting travel and utilizing alternatives to face-to-face meetings, where possible.
- 31.51 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 31.17. The Joint Inspection Unit requires that, for each of its review projects, a travel plan be submitted to facilitate the advance purchase of the related air tickets. However, the advance purchase compliance rate was affected during 2021 by the COVID-19 pandemic and its impact on international travel.

Table 31.17

Compliance rate

(Percentage)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	93	52	55	100	100

Table 31.18

Overall: evolution of financial and post resources (jointly financed)

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 approved	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	7 355.0	7 553.3	—	—	—	—	—	7 553.3
Non-post	260.6	592.0	—	—	—	—	—	592.0
Total	7 615.6	8 145.3	—	—	—	—	—	8 145.3
Post resources by category								
Professional and higher		22	—	—	—	—	—	22
General Service and related		9	—	—	—	—	—	9
Total		31	—	—	—	—	—	31

Figure 31.V

Distribution of proposed resources for 2023 (before recosting) – jointly financed

(Number of posts/thousands of United States dollars)

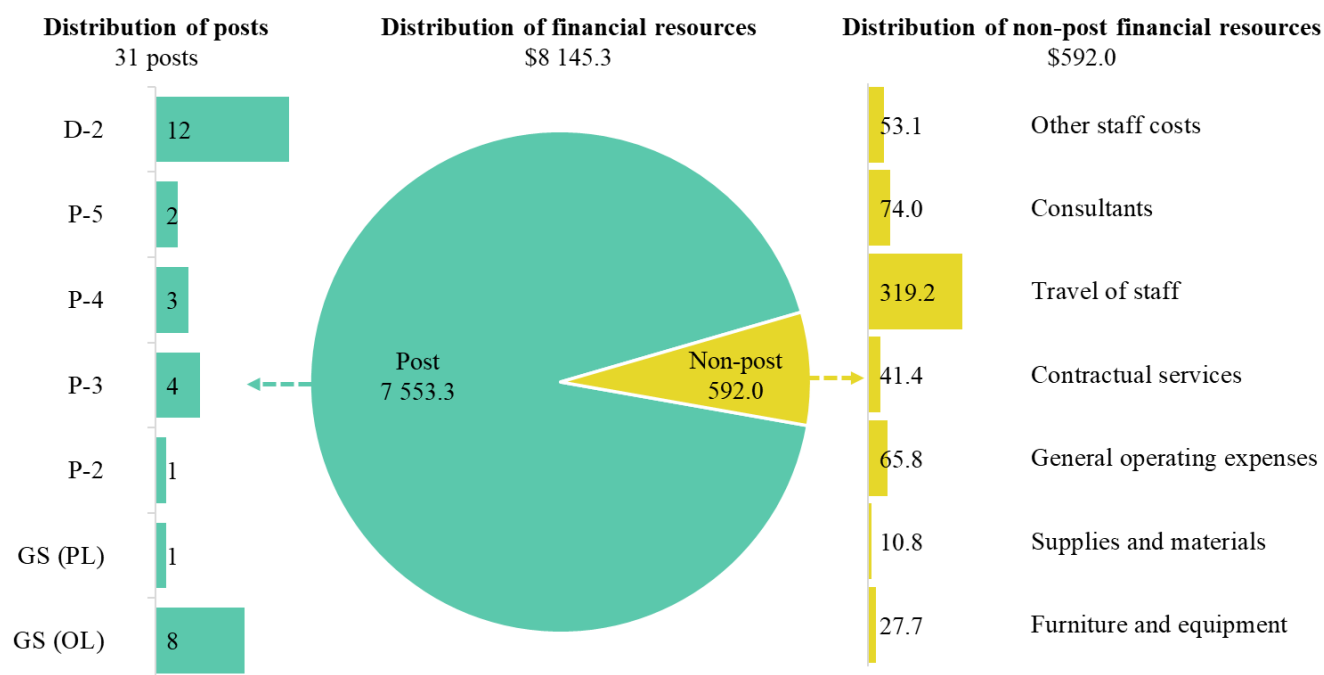


Table 31.19
Evolution of financial and post resources (United Nations share)

(Thousands of United States dollars)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	—	—	—	—	—	—	—	—
Grants and contributions	2 413.0	2 394.7	(81.4)	—	—	(81.4)	(3.4)	2 313.3
Total	2 413.0	2 394.7	(81.4)	—	—	(81.4)	(3.4)	2 313.3

31.52 The proposed regular budget requirements for 2023, in the amount of \$2,313,300, reflect a decrease of \$81,400 compared with the appropriation for 2022. As reflected in table 31.19, resource changes result from technical adjustments, as follows:

Technical adjustments: A decrease of \$81,400 based on the United Nations Secretariat share of the budget of the Joint Inspection Unit of 28.4 per cent for 2023, compared with 29.4 per cent for 2022, as determined by CEB in accordance with the established methodology.

III. United Nations System Chief Executives Board for Coordination

Foreword

Over the course of 2023, the United Nations System Chief Executives Board for Coordination (CEB) and its High-level Committee on Programmes and High-level Committee on Management will continue to provide strategic policy spaces for United Nations system leadership and to drive integration and coherence from the highest organizational levels.

As Chair, I will ensure that the Board maintains its collective commitment to curtailing the climate crisis, ecological degradation, inequalities, social unrest and threats to peace and security; safeguard human rights and fundamental freedoms; and rally the full range of resources at the disposal of the United Nations system in support of efforts by the international community to rebound from the adverse impacts of the COVID-19 pandemic.

The High-level Committee on Programmes will work to bring impetus to the decade of action and delivery of the Sustainable Development Goals in the aftermath of the pandemic. The Committee will leverage the COVID-19 recovery as an opportunity to push forward needed structural transformation; promote the concept of a new social contract; and champion investment in solidarity, trust, networks and global public goods in support of sustainable development.

The High-level Committee on Management will continue to use its position as a forum for cooperation between executive management and technical experts, embracing innovation, sharing knowledge, leveraging new technologies, simplifying policies and scaling up collaborative approaches to support the United Nations system in transforming itself to meet current and emerging challenges.

Through CEB and its subsidiary machinery, the entire United Nations system will remain steadfast in its pursuit of a more equitable, peaceful and sustainable world.

(*Signed*) António **Guterres**
Secretary-General of the United Nations

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

Overall orientation

Mandates and background

- 31.53 CEB, composed of the Secretary-General and the executive heads of the organizations of the United Nations system, is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their mandates and in response to the decisions of intergovernmental bodies. The mandate of CEB derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution 13 (III) and decision 2001/321. At a time when the international community is confronted by increasingly complex and interrelated global challenges, coordinated and coherent action in support of the implementation of the 2030 Agenda and the full range of mandates entrusted to the entities of the United Nations system is more important than ever.

Programme of work

Objective

- 31.54 The objective, to which CEB contributes, is to leverage the collective capacity of the organizations of the United Nations system for the effective delivery of mandates.

Strategy and external factors for 2023

- 31.55 To contribute to the objective, CEB and its two high-level committees will:
- (a) Continue to provide the means for senior leaders of the United Nations system to establish a shared vision, agree on strategic action, pursue policy coherence in both programmatic and administrative areas, and coordinate the use of resources, capacities and knowledge;
 - (b) Provide vision and leadership to guide the effective and coherent implementation of mandates by United Nations system organizations;
 - (c) Through its High-level Committee on Programmes, continue to foster system-wide policy coherence and programme coordination in response to intergovernmental mandates and in support of internationally agreed development goals;
 - (d) Develop shared strategies, approaches and frameworks to address emerging policy and programme issues requiring system-wide action;
 - (e) Through its High-level Committee on Management, continue to foster the development of innovative approaches to improve efficiency and simplify business practices, and accelerate the harmonization, mutual recognition and integration of business operations;
 - (f) Utilize its functional networks on finance and budget, human resources, digitization and technology, procurement, and safety and security to disseminate and, where applicable, mutually recognize best practices, innovative management approaches and partnerships in all areas of management.
- 31.56 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the CEB secretariat has mainstreamed lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include ensuring business continuity and fostering a safe work

environment across the United Nations system, as well as improving the access to reliable and timely information and data through continuous improvements to the CEB website. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.

- 31.57 The above-mentioned work is expected to result in:
- (a) Accelerated progress towards the broad and integrated implementation of the 2030 Agenda by Member States and the full range of mandates entrusted to United Nations system entities;
 - (b) A more coherent and coordinated United Nations system response to global challenges, including recovery from the COVID-19 pandemic;
 - (c) Greater capacity of United Nations system organizations to provide effective management responses that support the delivery of mandates.
- 31.58 With regard to the external factors, the overall plan for 2023 is based on the planning assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.
- 31.59 CEB integrates a gender perspective in its activities, deliverables and results, as appropriate, including in the products of its high-level committees, such as system-wide strategies, shared approaches and frameworks that maximize leadership and coordination opportunities across the United Nations system. For example, the High-level Committee on Programmes will continue its focus on inequalities, including gender equality and women's empowerment, and efforts to strengthen the United Nations system's impact and visibility on Sustainable Development Goals 5 and 10 in a coordinated, coherent and complementary manner. The CEB annual human resources statistics, under the purview of the High-level Committee on Management, present data on personnel of the United Nations system by category, grade and gender, which assists in tracking gender representation across the United Nations system. In addition, the periodic collection by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) of system-wide data on recruitment and vacancies has been integrated into the data management platform of the CEB secretariat. This data collection is now administered jointly by the CEB secretariat and UN-Women, thus fostering greater efficiency and collaboration among the United Nations system and enhancing coherence of the data reported to Member States.

Programme performance in 2021

Strengthened preparedness and enhanced data coordination in the Sahel region through predictive modelling

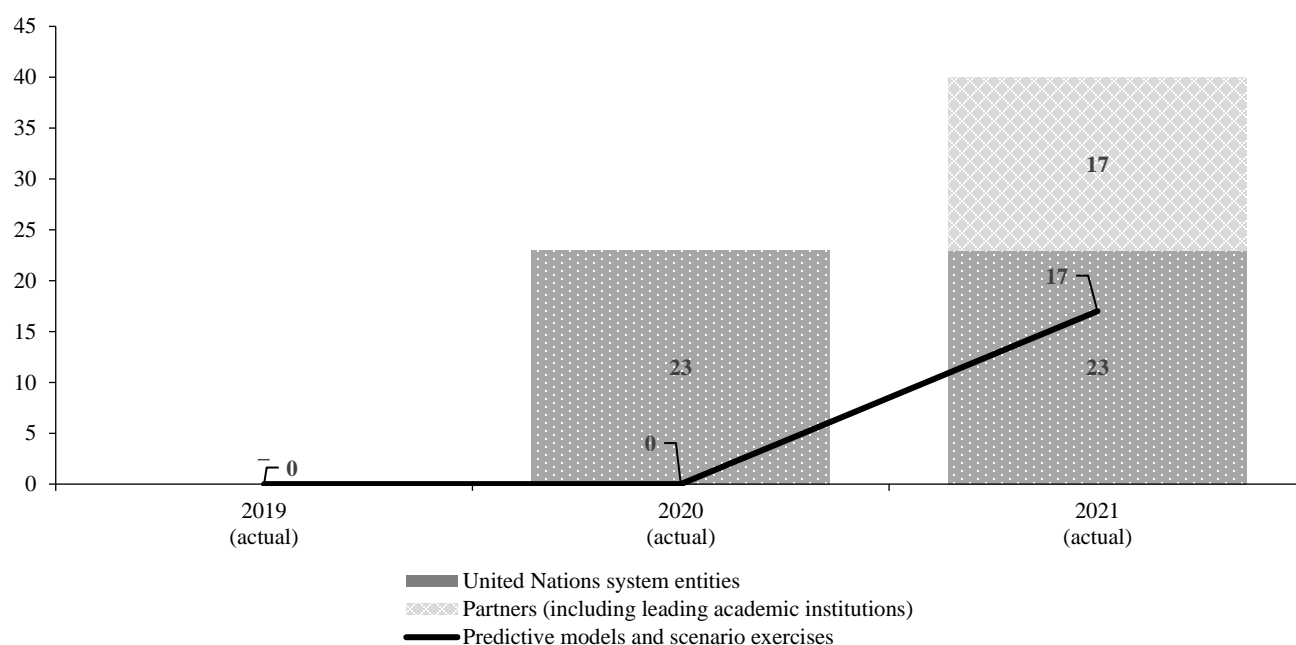
- 31.60 The Sahel region is grappling with the consequences of an interplay of diverse risks, including displacement, climate risks, food insecurity, increased violence and threats to livelihoods. Anticipating trends and predicting their subsequent effects are increasingly important for designing strategies that successfully address the most pressing issues. Traditional risk assessments can neither detect advance warnings of crises nor identify emerging opportunities.
- 31.61 In 2019, the High-level Committee on Programmes supported the initiation of a pilot cross-pillar inter-agency predictive analytics exercise under the leadership of the Office of the United Nations High Commissioner for Refugees, to develop tools to anticipate and understand trends to inform humanitarian responses, sustainable development and international protection. As the first whole-of-United-Nations-system approach of its kind, the High-level Committee on Programmes-incubated project has created an expert consortium consisting of leading academics from around the world and has deepened the understanding of data availability and accessibility in the region. Food security forecasts, climate change impacts and risks projections, and climate-related migration and forced displacement predictions are among the models developed to support proactive policy development

and evidence-based decision-making. In 2021, the project made the transition from a pilot exercise to directly support the United Nations integrated strategy for the Sahel, the United Nations Support Plan for the Sahel and the United Nations Special Coordinator for Development in the Sahel, to instil a more anticipatory, data-driven culture within United Nations system entities and coordination structures operating in the region.

31.62 Progress towards the objective is presented in the performance measure below (see figure 31.VI).

Figure 31.VI

Performance measure: number of United Nations system entities and other partners and number of predictive models and scenario exercises used by the United Nations Integrated Strategy for the Sahel for decision-making



Planned results for 2023

Result 1: adoption of policies by member organizations to realize the future of the United Nations system workforce

Programme performance in 2021 and target for 2023

- 31.63 The CEB secretariat's work contributed to improved agility and cohesion across the United Nations system, in particular through the adoption of a United Nations system model policy on flexible work by the High-level Committee on Management member organizations, enabling United Nations leaders to steer the transition of their workforce towards the future of work through senior leadership commitments, which exceeded the planned target of the adoption by individual United Nations system organizations of administrative guidance and policies to facilitate a more agile and responsive workforce.
- 31.64 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 31.20).

Table 31.20
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Endorsement by CEB of a United Nations system strategy on the future of work; establishment of a cross-functional Committee task force on the future of the United Nations system workforce	Progress towards the definition of elements of a draft policy for flexible working modalities	<ul style="list-style-type: none"> Adoption by High-level Committee on Management member organizations of a United Nations system model policy on flexible work United Nations leaders equipped to steer the transition of their organizations and workforce towards the future of work through senior leadership commitments 	Implementation by individual organizations of related administrative guidance and policies towards a more agile and modern United Nations system workforce	Further implementation by individual organizations of related administrative guidance and policies towards a more agile and modern United Nations system workforce

Result 2: United Nations system-wide financial statistics for better decision-making, greater transparency and enhanced accountability

Programme performance in 2021 and target for 2023

- 31.65 The CEB secretariat's work contributed to the improved availability of United Nations system-wide financial data disaggregated by function, donor, country and Sustainable Development Goal; enhanced data-driven coordination through the integration of the United Nations inter-agency pooled funds into the CEB financial statistics; and streamlined reporting requirements through development of the CEB minimum data set for reporting to CEB, the International Aid Transparency Initiative and the Organisation for Economic Co-operation and Development, which met the planned target.
- 31.66 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 31.21).

Table 31.21
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Successful first data collection available under the new standards and finalization of road map for implementation	Greater harmonization of reporting; availability of an updated road map and improved guidance for reporting entities	<ul style="list-style-type: none"> • Improved availability of system-wide financial data disaggregated by function, donor, country and Sustainable Development Goal • Enhanced data-driven coordination through the integration of the inter-agency pooled funds into the CEB financial statistics • Streamlined reporting requirements through the CEB minimum data set for reporting to CEB, the International Aid Transparency Initiative and the Organisation for Economic Co-operation and Development 	United Nations system-wide comprehensive, comparable financial data with analytical quality, enhanced transparency and accountability on system-wide financial flows and data aligned with international standards that is easily accessible	Continuous improvements, enhancements and data analytics enabling access to United Nations system-wide financial data for better-informed decisions in support of the 2030 Agenda

Result 3: a more coherent and modern United Nations system approach for timely, relevant and open data

Proposed programme plan for 2023

- 31.67 Today's information age is cluttered and overwhelming and can be confusing to understand, with a multitude of sources publishing a wide range of data and statistics, all claiming to be authoritative. In such a context, United Nations system entities, in compiling and publishing high-quality data and statistics, play a vital role as stewards of impartial, timely, accurate and authoritative information. With the intent to strengthen these strategic assets and promote coherence across the United Nations system, the CEB secretariat supported the High-level Committee on Programmes in developing the System-wide Road Map for Innovating United Nations Data and Statistics ([CEB/2020/1/Add.1](#)), endorsed by CEB in May 2020.

Lessons learned and planned change

- 31.68 The lesson for the CEB secretariat was that United Nations entities needed to modernize the way in which data are collected, processed, integrated, disseminated and communicated in order to meet the three goals of the System-wide Road Map: (a) create new and timely data solutions; (b) address emerging policy needs; and (c) provide coordinated and innovative support to Member States. In applying the lesson, the CEB secretariat will work with the Committee of the Chief Statisticians of the United Nations System to change the way in which United Nations system entities produce and disseminate relevant and timely global and regional information to better meet policy needs. This will be achieved by drawing on a broader range of data sources and analytical tools; opening United Nations data to promote their use as a global public good; utilizing platforms to facilitate communication to a broader audience; rethinking the ways in which the United Nations promotes and delivers capacity development on data and statistics; and connecting United Nations system statisticians and United Nations system policymakers to enable the production of data and statistics that respond to policy and operational needs in an integrated and coordinated manner.
- 31.69 Expected progress towards the objective is presented in the performance measure below (see figure 31.22).

Table 31.22
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
United Nations statistical community is isolated from policymaking in the rest of the system	CEB endorsed the System-wide Road Map for Innovating United Nations Data and Statistics	A few significant United Nations system policy initiatives, such as the predictive analytics pilot in the Sahel and the United Nations system contribution on “Beyond GDP”, leverage United Nations statistical community expertise	Expanded number of United Nations system policy initiatives leveraging United Nations statistical community expertise	Strengthened coherence and integration in the production of data and statistics that respond to United Nations system policy and operational needs

Legislative mandates

- 31.70 The list below provides all mandates entrusted to CEB.

General Assembly resolutions

64/289	System-wide coherence	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	76/236	Programme planning

Economic and Social Council resolutions and decisions

13 (III)	Coordination Committee	2001/321	Further consideration of the annual overview review report of the Administrative Committee on Coordination
----------	------------------------	----------	------------------------------------------------------------------------------------------------------------

Deliverables

31.71 Table 31.23 lists all deliverables of CEB.

Table 31.23

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)	10	8	10	8
1. Annual overview report of the CEB for the Economic and Social Council	1	1	1	1
2. Note by the Secretary-General on the budgetary and financial situation of the organizations of the United Nations system for the General Assembly	–	–	1	–
3. Note by the Secretary-General with comments by the CEB on reviews conducted by the Joint Inspection Unit	9	7	8	7
Substantive services for meetings (number of three-hour meetings)	15	9	13	11
Meetings of:				
4. The Fifth Committee	6	5	8	6
5. The Second Committee	4	–	1	1
6. The Committee for Programme and Coordination	2	2	2	2
7. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. The Economic and Social Council	2	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	7	8	6	6
9. Reports on United Nations system financial, human resources and procurement statistics	4	4	3	3
10. Compilations and analyses of best practices in the areas of human resources, procurement, information technologies and finance and budget	3	4	3	3
C. Substantive deliverables				
Databases and substantive digital materials: United Nations system annual financial and human resources statistics (from 40 reporting entities) and United Nations System Data Catalog (some 4,000 data sets from approximately 70 organizations) available to all Member States and other stakeholders.				
D. Communication deliverables				
Digital platforms and multimedia content: CEB website accessible by all Member States and other stakeholders.				
E. Enabling deliverables				
Administration: summary of deliberations of two regular sessions (each) of CEB, the High-level Committee on Programmes and the High-level Committee on Management; reports for meetings of ICSC on common positions of the United Nations system relating to conditions of service; biannual promulgation of rates for freelance interpreters and translators; secretariat support for meetings of CEB, the High-level Committee on Programmes and the High-level Committee on Management; maintenance of data management portal for the collection of data for the entire United Nations system on human resources and financial data (annual collection from approximately 40 entities); annual headcount of United Nations system field staff; and secretariat support for the Task Force on Accounting Standards and all ad hoc inter-agency task arrangements, and for quarterly inter-agency meetings of the Task Force and the Board of the International Public Sector Accounting Standards, the Standards accounting guidance and system-wide support papers to United Nations entities.				

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

United Nations System Chief Executives Board for Coordination

Overview

31.72 The proposed jointly financed resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 31.24 to 31.26.

Table 31.24

Overall: evolution of financial resources by object of expenditure (jointly financed)

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 approved	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	3 204.2	3 194.5	—	—	141.8	141.8	4.4	3 336.3
Other staff costs	412.1	244.4	—	—	—	—	—	244.4
Consultants	14.0	30.5	—	—	—	—	—	30.5
Travel of staff	25.9	188.9	—	—	—	—	—	188.9
Contractual services	29.7	163.4	—	—	—	—	—	163.4
General operating expenses	59.1	107.6	—	—	—	—	—	107.6
Supplies and materials	4.0	12.7	—	—	—	—	—	12.7
Furniture and equipment	20.4	22.3	—	—	—	—	—	22.3
Total	3 769.4	3 964.3	—	—	141.8	141.8	3.6	4 106.1

Table 31.25

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	14	1 D-2, 2 D-1, 2 P-5, 3 P-4, 1 P-3, 5 GS (OL)
Reclassification	—	Upward reclassification of 1 P-4 to P-5 in the CEB secretariat (Geneva)
New post	1	1 P-3 in the CEB secretariat (Geneva)
Proposed for 2023	15	1 D-2, 2 D-1, 3 P-5, 2 P-4, 2 P-3, 5 GS (OL)

Note: The following abbreviation is used in tables and figures: GS (OL), General Service (Other level).

Table 31.26

Overall: proposed posts by category and grade (jointly financed)

(Number of posts)

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	2	–	–	1	1	3
P-4	3	–	–	(1)	(1)	2
P-3	1	–	–	1	1	2
Subtotal	9	–	–	1	1	10
General Service and related						
GS (OL)	5	–	–	–	–	5
Subtotal	5	–	–	–	–	5
Total	14	–	–	1	1	15

- 31.73 Additional details on the distribution of the proposed resources for 2023 are reflected in table 31.28 and figure 31.VII.
- 31.74 As reflected in table 31.28 and figure 31.VII, the overall resources proposed for 2023 amount to \$4,106,100 before recosting, reflecting a net increase of \$141,800 (or 3.6 per cent) compared with the amount approved for 2022. Resource changes result from other changes. The proposal includes the requirements for the International Standard Public Sector Accounting Standards project for 2023 in the amount of \$273,200. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.75 As reflected in table 31.28, resource changes reflect a net increase of \$141,800, resulting from:
- (a) The planned reclassification of one post from the P-4 to the P-5 level (\$28,900) (see annex III);
 - (b) The planned establishment of one post at the P-3 level (\$112,900) (see annex III).
- 31.76 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), CEB is integrating environmental management practices into its operations. In 2023, in line with the 2020–2030 environmental sustainability strategy, the office will continue to ensure that all meetings that it supports are single-use-plastic-free and paper-free to reduce waste and cut carbon emissions, as well as continue to promote an eco-friendly culture.
- 31.77 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 31.27. The CEB secretariat will continue to track compliance, including through the use of the management dashboard. The CEB secretariat has made efforts to raise awareness of the staff and managers of the requirement and has encouraged advance planning and the nomination of travelling staff to meetings and conferences, whenever possible.

Table 31.27
Compliance rate

(Percentage)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	80.6	77.8	100	100	100

Table 31.28
Overall: evolution of financial and post resources (jointly financed)

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 approved	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 204.2	3 194.5	—	—	141.8	141.8	4.4	3 336.3
Non-post	565.2	769.8	—	—	—	—	—	769.8
Total	3 769.4	3 964.3	—	—	141.8	141.8	3.6	4 106.1
Post resources by category								
Professional and higher		9	—	—	1	1	—	10
General Service and related		5	—	—	—	—	—	5
Total		14	—	—	1	1	—	15

Figure 31.VII
Distribution of proposed resources for 2023 (before recosting) – jointly financed

(Number of posts/thousands of United States dollars)

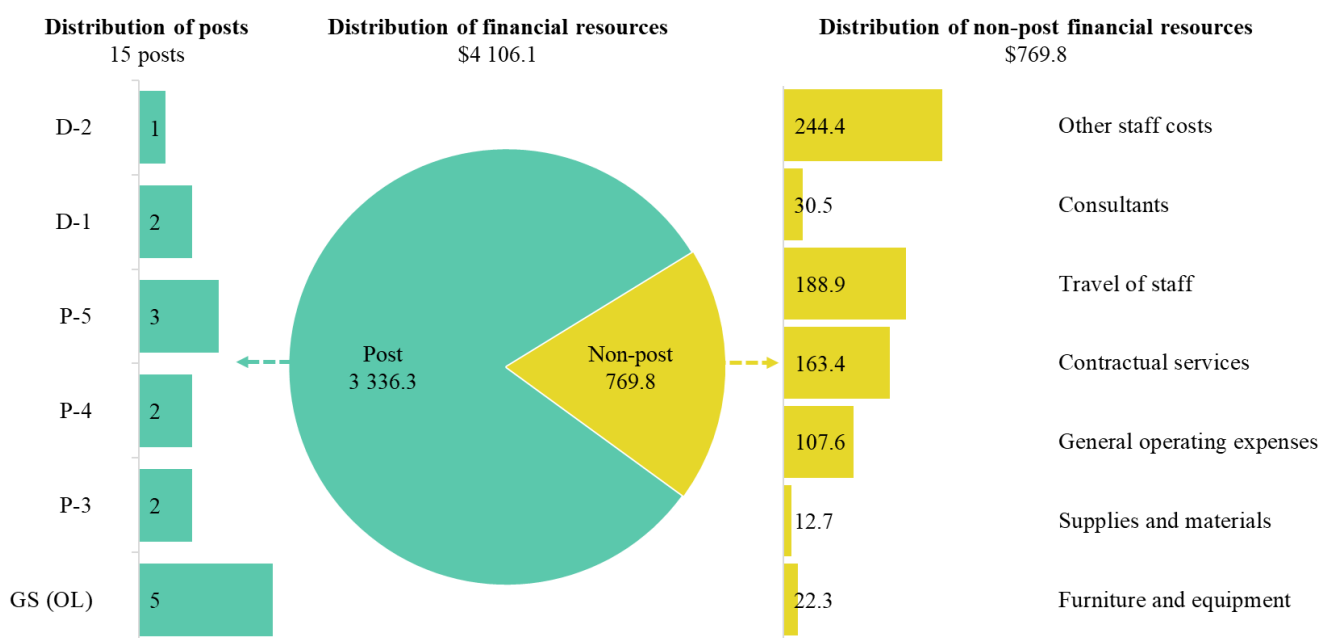


Table 31.29
Evolution of financial resources (United Nations share)

(Thousands of United States dollars)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	1 222.0	1 233.2	(15.6)	—	43.5	27.9	2.3	1 261.1
Total	1 222.0	1 233.2	(15.6)	—	43.5	27.9	2.3	1 261.1

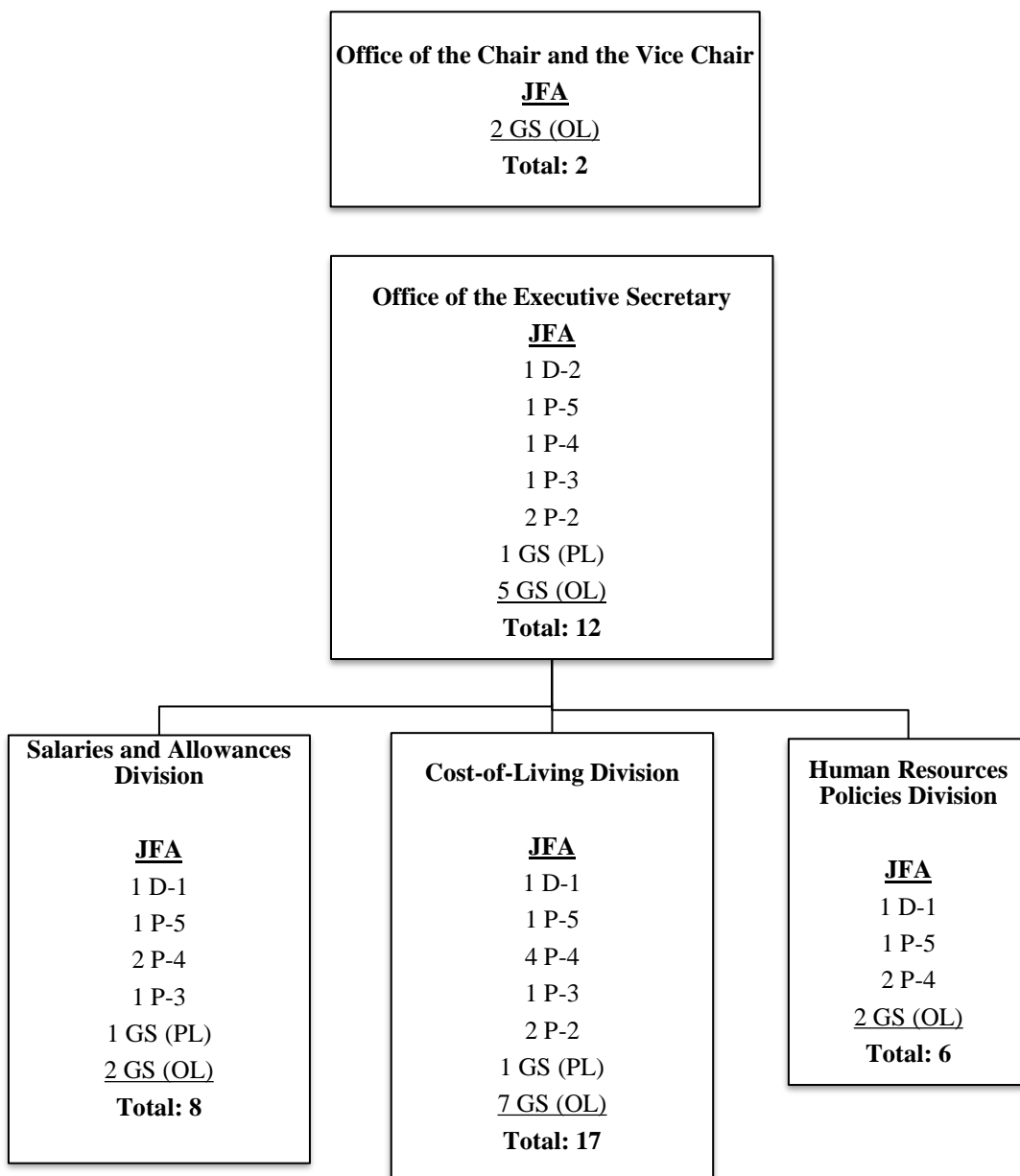
31.78 The proposed regular budget resources for 2023, in the amount of \$1,261,100, reflect a net increase of \$27,900 compared with the appropriation for 2022. As reflected in table 31.29, resource changes result from technical adjustments and other changes, as follows:

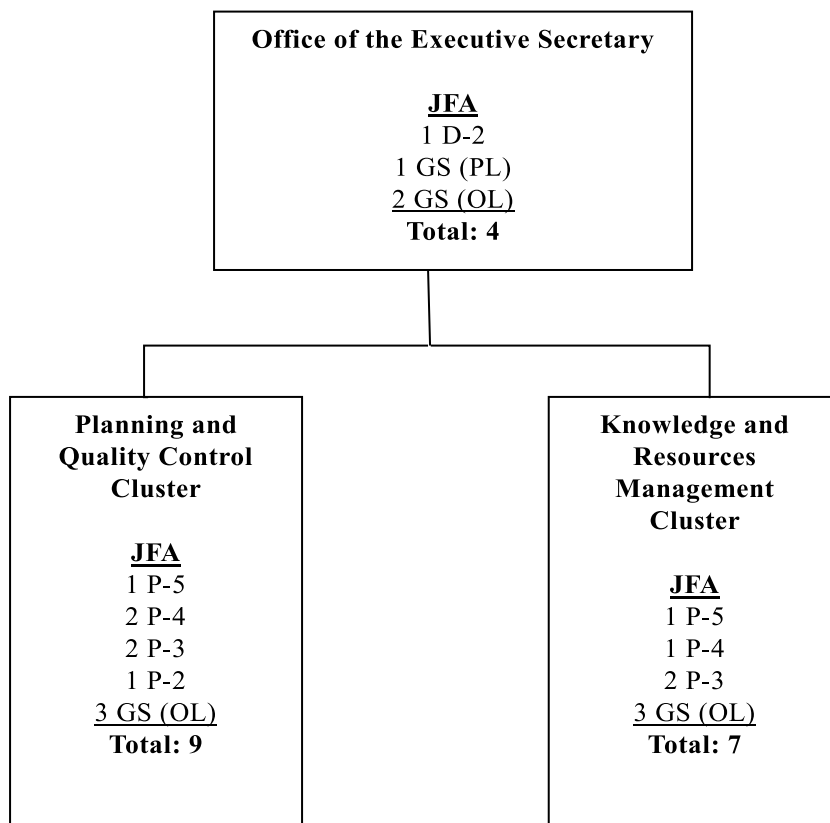
- (a) **Technical adjustments:** A decrease of \$15,600 based on the United Nations Secretariat share of the budget of CEB of 30.7 per cent for 2023, compared with 31.1 per cent for 2022, as determined by CEB in accordance with the established methodology;
- (b) **Other changes:** An increase of \$43,500, reflecting the United Nations Secretariat share for 2023 of the proposed increase in jointly funded resources of \$141,800 resulting from the planned reclassification of one post from P-4 to P-5 and the establishment of one P-3 post (see para. 31.75 above).

Annex I

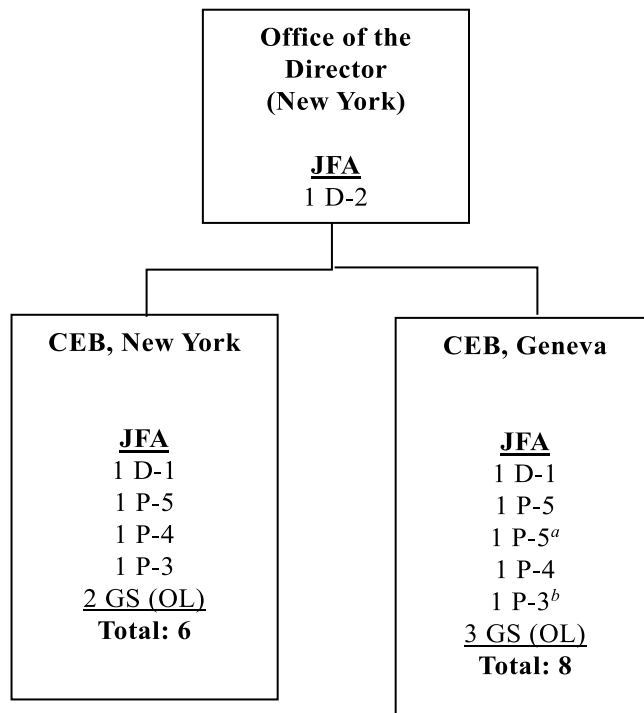
Organizational structure and post distribution for 2023

A. International Civil Service Commission



B. Joint Inspection Unit

C. United Nations System Chief Executives Board for Coordination



Abbreviations: CEB, United Nations System Chief Executives Board for Coordination;
GS (OL), General Service (Other level); GS (PL), General Service (Principal level);
JFA, jointly financed activities.

^a Reclassification of post from P-4 to P-5.

^b New post.

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)

International Civil Service Commission

The Advisory Committee recalls that the General Assembly requested ICSC to carry out a needs assessment for its communication and legal expertise functions within its secretariat and trusts that an update will be presented (para. X.10).

The International Civil Service Commission (ICSC) submitted to the Finance and Budget Network for its consideration, in accordance with its statute, a proposal for an additional post of Legal Officer (P-4) in the secretariat. However, taking into consideration the feedback from the Human Resources Network, the Finance and Budget Network did not support the additional post.

Joint Inspection Unit

The Committee was informed that the Unit was working on extracting more details on the reasons for participating organizations not accepting recommendations and was taking action to increase the rate of acceptance. The Advisory Committee looks forward to an update on the matter (para. X.19).

Please see paragraphs 31.39, 31.41 and 31.42.

United Nations System Chief Executives Board for Coordination

The Advisory Committee trusts that further clarification regarding staff funded from extrabudgetary sources and the potential use of in-kind contributions to determine the cost sharing, together with information on actual contributions from all entities, will be provided (para. X.35).

The cost-sharing methodology does consider staff funded through extrabudgetary resources.^a In addition, parameters of the cost-sharing formula include expenses funded from extrabudgetary resources and in-kind contributions.

The cost-sharing methodology allows for the deduction of expenses in kind only when separately reported in the financial statements of the participating entity. A comprehensive assessment of alternative methodologies to account for in-kind contributions would require a full review of the cost-sharing formula because the cost-sharing methodology is based on expenses reported in the audited financial statements of the organizations and not on contributions.

^a United Nations system human resources statistics report, CEB/2020/HLCM/HR/12. Available at <https://unsceb.org/un-system-hr-statistics-report-2019>.

Annex III

Summary of proposed post changes, by component

Component	Posts	Grade	Description	Reason for change
United Nations System Chief Executives Board for Coordination	(1)	P-4	Reclassification of 1 post from	The upward reclassification is to align the post with the increased breadth and scope of responsibilities in supporting the Finance and Budget Network, to strengthen the analytical quality of system-wide financial data and statistics, and support coordinated and informed action to integrate technological and digital solutions into the financial management of the United Nations system.
	1	P-5	Inter-Agency Adviser, Finance and Budget Network (P-4) to Senior Inter-Agency Adviser, Finance and Budget Network (P-5) in the CEB secretariat (Geneva)	
	1	P-3	Establishment of 1 Coordination Officer in the CEB secretariat (Geneva)	The establishment of one new post is to support the High-level Committee on Management secretariat in responding to growing demands placed on the Committee for cross-functional, integrated and innovative action by providing secretariat and coordination support to the various CEB-mandated active tasks forces, forums and working groups of the Committee.

Annex IV

Summary of information on the cost-sharing methodology applied in establishing the United Nations share of jointly financed activities

1. The methodology applied since 1974 in respect of the cost-sharing of the International Civil Service Commission (ICSC) budget is based on the “Consultative Committee on Administrative Questions formula”, which apportions the ICSC costs on the basis of the number of staff, as contained in the personnel statistics published by the United Nations System Chief Executives Board for Coordination (CEB) secretariat. The United Nations share of the costs also includes the shares for the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the Office of the United Nations High Commissioner for Refugees, on the basis of the decision by the General Assembly that the costs relating to these two entities are funded from the regular budget of the United Nations.
2. The methodology applied since 1996–1997 for the cost-sharing of the Joint Inspection Unit budget is derived from the expenditure reported in the audited accounts of the participating organizations, excluding:
 - (a) Expenditure relating to peacekeeping;
 - (b) Expenditure in kind, including the value of donated commodities;
 - (c) A total of 50 per cent of the expenditure of the International Trade Centre corresponding to the share of the World Trade Organization, on the principle that the regular budget of the Centre is funded in equal parts by the United Nations and the World Trade Organization, which does not participate in the work of the Joint Inspection Unit.
3. The methodology applied since 2006 for the cost-sharing of the CEB secretariat’s budget is based on 50 per cent of staff, in accordance with the most recently available personnel statistics, and 50 per cent of total expenditure, in accordance with the most recently available audited financial statements, minus expenditure in kind, excluding expenditure relating to peacekeeping operations.
4. The methodology applied for the cost-sharing of the system-wide International Public Sector Accounting Standards budget is based on the same cost-sharing formula used to apportion the budget of the CEB secretariat, with the exclusion of the International Fund for Agricultural Development, which is not an active member in the International Public Sector Accounting Standards project.

Annex V

Overview of financial and post resources

The full budgets of the International Civil Service Commission and the Joint Inspection Unit are presented to the General Assembly for its consideration and approval. The full budget of United Nations System Chief Executives Board for Coordination is presented for information purposes, while its United Nations share is presented for approval. In accordance with article 21 of the Commission's statute and article 20 of the Unit's statute, the budget estimates have been established after consultation with Board member organizations.

Table 1
Evolution of financial resources

(Thousands of United States dollars)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Full budget (jointly financed activities): financial resources								
International Civil Service Commission	10 510.2	11 631.8	—	—	—	—	—	11 631.8
Joint Inspection Unit	7 618.0	8 145.3	—	—	—	—	—	8 145.3
United Nations System Chief Executives Board for Coordination	3 769.4	3 964.3	—	—	141.8	141.8	3.6	4 106.1
Total	21 897.6	23 741.4	—	—	141.8	141.8	6.0	23 883.2
Full budget (jointly financed activities): main category of expenditure								
Post	18 951.0	18 979.7	—	—	141.8	141.8	0.7	19 121.5
Non-post	2 946.6	4 761.7	—	—	—	—	—	4 761.7
Total	21 897.6	23 741.4	—	—	141.8	141.8	0.6	23 883.2
Regular budget (United Nations share): financial resources								
International Civil Service Commission	4 106.8	4 327.0	34.9	—	—	34.9	0.8	4 361.9
Joint Inspection Unit	2 413.0	2 394.7	(81.4)	—	—	(81.4)	(3.4)	2 313.3
United Nations System Chief Executives Board for Coordination	1 222.0	1 233.2	(15.6)	—	43.5	27.9	2.3	1 261.1
Total	7 741.8	7 954.9	(62.1)	—	43.5	(18.6)	(0.2)	7 936.3

Table 2
Overview of post resources

	Full budget (jointly financed activities)		
	2022 approved	2023 estimate	Variance
Full budget (jointly financed activities)			
International Civil Service Commission	45	45	—
Joint Inspection Unit	31	31	—
United Nations System Chief Executives Board for Coordination	14	15	1
Total	90	91	1