



General Assembly

Distr.: General
15 May 2023

Original: English

Seventy-eighth session

Item 139 of the preliminary list*

Proposed programme budget for 2024

Proposed programme budget for 2024

Part I

Overall policymaking, direction and coordination

Section 1

Overall policymaking, direction and coordination

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* A/78/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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Overview of resources for the regular budget

- 1.1 The proposed regular budget resources for 2024 for all policymaking organs and entities under section 1, including the breakdown of resource changes, as applicable, are reflected in tables 1.1 to 1.3, and the summary of resources by component and funding source is contained in annex IV. Detailed information on the proposed programme budget for 2024 is provided under each policymaking organ and entity. The proposed resource level under section 1 provides for the full, efficient and effective implementation of mandates of all relevant entities and offices.

Table 1.1

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	42 724.8	46 864.0	1 257.0	—	824.3	2 081.3	4.4	48 945.3
Other staff costs	2 078.8	2 758.6	86.5	—	147.6	234.1	8.5	2 992.7
Non-staff compensation	2 279.4	2 622.0	—	—	512.1	512.1	19.5	3 134.1
Hospitality	87.6	111.8	—	—	—	—	—	111.8
Consultants	580.9	428.9	—	4.4	167.5	171.9	40.1	600.8
Travel of representatives	5 859.5	7 557.3	—	88.2	(512.1)	(423.9)	(5.6)	7 133.4
Travel of staff	1 525.9	1 743.5	—	—	139.7	139.7	8.0	1 883.2
Contractual services	4 229.6	4 752.4	—	1.6	67.5	69.1	1.5	4 821.5
General operating expenses	465.3	764.6	—	—	6.2	6.2	0.8	770.8
Supplies and materials	20.4	135.7	—	—	1.4	1.4	1.0	137.1
Furniture and equipment	93.4	120.4	—	—	13.4	13.4	11.1	133.8
Grants and contributions	18 542.7	18 910.2	—	—	—	—	—	18 910.2
Total	78 488.3	86 769.4	1 343.5	94.2	1 367.6	2 805.3	3.2	89 574.7

Table 1.2

Overall: proposed posts and post changes for 2024^a

(Number of posts)

	Number	Details
Approved for 2023	268	1 DSG, 7 USG, 5 ASG, 9 D-2, 16 D-1, 37 P-5, 36 P-4, 40 P-3, 11 P-2/1, 16 GS (PL), 80 GS (OL), 10 LL
Establishment	5	Establishment of 1 D-2, 1 P-4, 1 P-3 and 1 GS (OL) under the Office of Data Protection and Privacy and 1 P-5 under the Office of the Director-General, United Nations Office at Nairobi
Conversion	1	Conversion of 1 P-5 under the Office of the Special Representative of the Secretary-General for Children and Armed Conflict
Reassignment	–	Reassignment of 1 P-4 under the Office of the Special Representative of the Secretary-General for Children and Armed Conflict
Proposed for 2024	274	1 DSG, 7 USG, 5 ASG, 10 D-2, 16 D-1, 39 P-5, 37 P-4, 41 P-3, 11 P-2/1, 16 GS (PL), 81 GS (OL), 10 LL

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

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

Table 1.3
Overall: proposed posts by category and grade
 (Number of posts)

Category and grade	2023 approved ^a	Change ^a			Total	2024 proposed ^a
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
DSG	1	—	—	—	—	1
USG	7	—	—	—	—	7
ASG	5	—	—	—	—	5
D-2	9	—	—	1	1	10
D-1	16	—	—	—	—	16
P-5	37	—	—	2	2	39
P-4	36	—	—	1	1	37
P-3	40	—	—	1	1	41
P-2/1	11	—	—	—	—	11
Subtotal	162	—	—	5	5	167
General Service and related						
GS (PL)	16	—	—	—	—	16
GS (OL)	80	—	—	1	1	81
LL	10	—	—	—	—	10
Subtotal	106	—	—	1	1	107
Total	268	—	—	6	6	274

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

I. Policymaking organs

- 1.2 The resources proposed under this component would provide for requirements relating to the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the Board of Auditors, the United Nations Staff Pension Committee, the Committee for Programme and Coordination and the Independent Audit Advisory Committee. Table 1.4 provides information and related resource requirements under the regular budget.

Table 1.4
Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2023 appropriation</i>	<i>2024 estimate (before recosting)</i>
1. General Assembly				
(a) Travel of representatives of Member States that are least developed countries	Provides for the travel (excluding subsistence allowance) of up to 5 representatives of each of the Member States that are considered least developed countries when attending a regular session of the General Assembly and 1 representative or alternate representative to attend a special or emergency session of the Assembly	Mandate: General Assembly resolutions 1798 (XVII) and 41/213	1 510.3	1 510.3
(b) Presidents of the General Assembly	Supplements the level of support provided to the President of the General Assembly and ensures that the President shall have full authority to use funds provided in the budget for the office	Mandate: General Assembly resolutions 52/220 , 32/214 and 54/249 and the report of the Secretary-General (A/52/303 , para. IB.10) Seventy-eighth resumed and seventy-ninth main sessions	241.8	239.5
(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly	Provides for general temporary assistance and overtime to cover additional direct support provided by the Department for General Assembly and Conference Management to the Presidents of the General Assembly. The resources would provide for the continuation of 5 positions (2 D-2, 1 D-1, 1 P-5 and 1 GS (OL)), as well as for an overlap period of 1 month for each of the 4 positions (2 D-2, 1 D-1 and 1 P-5) to maximize the use of the transition period for incoming Presidents. Three posts (1 P 4, 1 P-3 and 1 P-2) would be made available from within the existing resources of the Department in support of the Presidents	Mandate: General Assembly resolutions 58/126 , 59/313 , 68/246 and 72/261 Seventy-eighth resumed and seventy-ninth main sessions	1 332.5	1 334.8
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	Responsible for the examination of and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of the secretariat of the Advisory Committee on Administrative and Budgetary Questions include the provision of substantive, technical and administrative advice and support to the Advisory Committee	Mandate: rules 155 to 157 of the rules of procedure of the General Assembly and Assembly resolutions 14 (I) and 74/267 (amending the rules of procedure of the Assembly) Membership: 21 experts Number of sessions in 2024: 3	7 325.0	7 325.0

Section 1 Overall policymaking, direction and coordination

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2023 appropriation</i>	<i>2024 estimate (before recosting)</i>
3. Committee on Contributions	Provides advice to the General Assembly on the apportionment of the expenses of the Organization among its members, in accordance with Article 17, paragraph 2, of the Charter of the United Nations	Mandate: General Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly Membership: 18 experts Number of sessions in 2024: 1	387.5	475.7
4. Board of Auditors (including its secretariat)	Performs the audit of the accounts of the United Nations and its funds and programmes, including all its trust funds and special accounts, and submits the related reports to the General Assembly for its consideration The secretariat of the Board of Auditors provides substantive, technical and administrative support to the Board, its Audit Operations Committee and the Panel of External Auditors and its Technical Group	Mandate: General Assembly resolution 74 (I) , as amended pursuant to resolution 55/248 Membership: 3 experts Number of sessions in 2024: 4	3 960.9	3 873.8
5. Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	The resources would provide for travel of representatives ^a of the United Nations to meetings of the United Nations Joint Staff Pension Board and the regular budget share of the cost of Pension Fund-related services provided by the Fund to the United Nations, in accordance with the cost-sharing arrangement as approved by the General Assembly in its resolution 74/263	Mandate: General Assembly resolution 248 (III) Membership: 33 experts Number of sessions in 2024: 1	5 465.1	5 449.6
6. Committee for Programme and Coordination	Payment of travel expenses (economy class airfare) and subsistence allowance (at the standard rate established for Secretariat officials plus 15 per cent) to the members of the Committee for Programme and Coordination as a special exception to the basic principles contained in paragraph 2 of General Assembly resolution 1798 (XVII)	Mandate: General Assembly decision 42/450 and resolutions 31/93 and 77/254 Membership: 34 Member States Number of sessions in 2024: 1	616.9	616.9
7. Independent Audit Advisory Committee (including its secretariat)	Responsible for advising the General Assembly on the scope, results and effectiveness of audit and other oversight functions and on measures to ensure the compliance of management with audit and other oversight recommendations	Mandate: General Assembly resolutions 60/248 and 61/275 and decision 62/413 Membership: 5 experts Number of sessions in 2024: 4	566.9	566.9

Part I Overall policymaking, direction and coordination

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2023 appropriation</i>	<i>2024 estimate (before recosting)</i>
	The secretariat of the Independent Audit Advisory Committee provides substantive, technical and administrative support to the Committee			
Total			21 406.9	21 392.5

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

1. General Assembly

B. Proposed post and non-post resource requirements for 2024

Overview

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

- 1.3 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in table 1.5.

Table 1.5
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2022 expenditure</i>	<i>2023 appropriation</i>	<i>Changes</i>					<i>2024 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Other staff costs	0.4	—	—	—	—	—	—	—
Travel of representatives	1 130.8	1 510.3	—	—	—	—	—	1 510.3
General operating expenses	0.3	—	—	—	—	—	—	—
Grants and contributions	3.5	—	—	—	—	—	—	—
Total	1 135.0	1 510.3	-	-	-	-	-	1 510.3

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

Table 1.6
Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Air tickets purchased at least 2 weeks before the commencement of travel	33	35	38	100	100

(b) Presidents of the General Assembly

- 1.5 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in table 1.7.

Table 1.7

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Other staff costs	–	2.3	–	–	(2.3)		(2.3)	(100.0)	–
Hospitality	21.2	30.6	–	–	–		–	–	30.6
Consultants	–	–	–	–	–		–	–	–
Travel of staff	8.2	119.2	–	–	–		–	–	119.2
Contractual services	128.1	71.1	–	–	–		–	–	71.1
General operating expenses	25.4	18.6	–	–	–		–	–	18.6
Supplies and materials	0.4	–	–	–	–		–	–	–
Furniture and equipment	3.3	–	–	–	–		–	–	–
Total	186.6	241.8	–	–	(2.3)		(2.3)	(1.0)	239.5

- 1.6 The proposed regular budget resources for 2024 amount to \$239,500. As reflected in tables 1.7 and 1.8 (1), resource changes reflect a decrease of \$2,300 under the category “other” changes owing to the proposed redeployment of resources for overtime within General Assembly, from the Presidents of the General Assembly to the Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly, where the related expenditure is managed and reflected.

- 1.7 Additional details on the distribution of the proposed resources for 2024 are reflected in table 1.8 and figure 1.I.

Table 1.8

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) Regular budget

Component	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Presidents of the General Assembly	186.6	241.8	–	–	(2.3)		(2.3)	(1.0)	239.5
Subtotal, 1	186.6	241.8	–	–	(2.3)		(2.3)	(1.0)	239.5

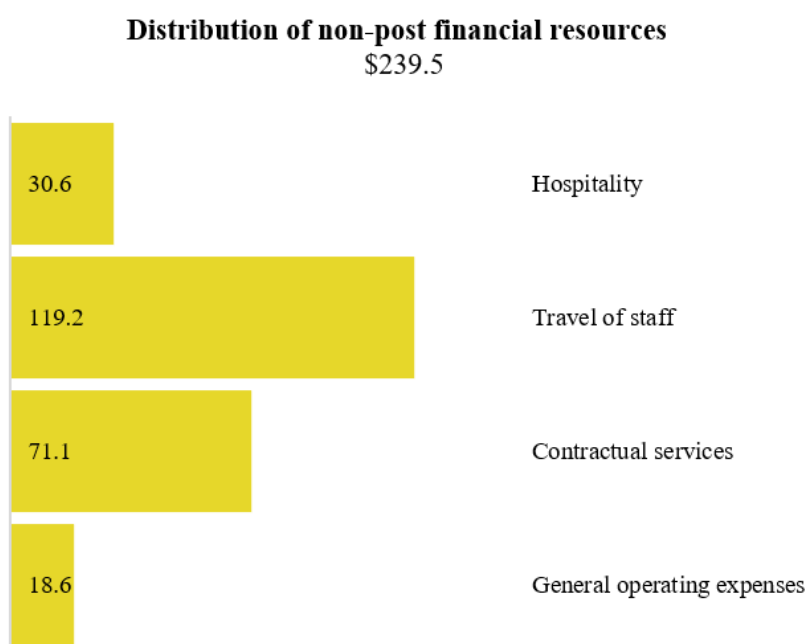
(2) *Extrabudgetary*

<i>Component</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2024 estimate</i>
Presidents of the General Assembly	2 389.6	2 989.6	–	–	2 989.6
Subtotal, 2	2 389.6	2 989.6	–	–	2 989.6
Total	2 576.2	3 231.4	(2.3)	(0.1)	3 229.1

Figure 1.I

Distribution of proposed resources for 2024 (before recosting)

(Thousands of United States dollars)



Extrabudgetary resources

- 1.8 As reflected in table 1.8 (2), extrabudgetary resources amount to \$2,989,600. The resources would complement regular budget resources and would be used mainly to complement the programme of work and facilitate funding for a broad range of projects and activities implemented by the office, at the discretion of the Presidents of the General Assembly.
- 1.9 The extrabudgetary resources under the present section are subject to the oversight of the Department for General Assembly and Conference Management, which has delegated authority from the Secretary-General.
- 1.10 Information on the advance booking for air travel is reflected in table 1.9. The office will continue its efforts to ensure the advance booking of tickets in line with the air travel policy and improve its compliance rate.

Table 1.9
Compliance rate
(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Air tickets purchased at least 2 weeks before the commencement of travel	35	53	14	100	100

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

- 1.11 The proposed regular budget resources for 2024 are reflected in table 1.10 and reflect an increase of \$2,300 compared with the appropriation for 2023 owing to the redeployment of resources within the General Assembly, as explained in paragraph 1.6 above.

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

<i>Object of expenditure</i>	<i>2022 expenditure</i>	<i>2023 appropriation</i>	<i>Changes</i>					<i>2024 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Other staff costs	1 354.8	1 332.5	–	–	2.3	2.3	0.2	1 334.8
Total	1 354.8	1 332.5	–	–	2.3	2.3	0.2	1 334.8

- 1.12 Information on the advance booking for air travel is reflected in table 1.11. The office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.11
Compliance rate
(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Air tickets purchased at least 2 weeks before the commencement of travel	75	25	43	100	100

Impact of the pandemic

- 1.13 During 2022, the General Assembly was able to return to full in-person meetings and, in some instances, accommodated prerecorded videos for informal meetings. There was a significant increase in the number of meetings over 2020 and 2021, including mandated high-level meetings deferred from the seventy-fourth and seventy-fifth sessions owing to coronavirus disease (COVID-19) pandemic restrictions on travel. The general debate of the seventy-seventh session of the Assembly was held in person, with the General Assembly Hall at full capacity.

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

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.14 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.12 to 1.14.

Table 1.12

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Technical adjustments	Changes			Total	Percentage	2024 estimate (before recosting)
				New/ expanded mandates	Other				
Posts	2 355.8	2 562.9	—	—	—	—	—	—	2 562.9
Other staff costs	14.7	94.6	—	—	—	—	—	—	94.6
Non-staff compensation	309.4	302.8	—	—	—	—	—	—	302.8
Travel of representatives	3 557.2	4 225.1	—	—	—	—	—	—	4 225.1
Travel of staff	99.7	22.6	—	—	—	—	—	—	22.6
Contractual services	42.0	64.5	—	—	—	—	—	—	64.5
General operating expenses	10.5	35.4	—	—	—	—	—	—	35.4
Supplies and materials	0.8	8.4	—	—	—	—	—	—	8.4
Furniture and equipment	11.1	8.7	—	—	—	—	—	—	8.7
Total	6 401.2	7 325.0	—	—	—	—	—	—	7 325.0

Table 1.13

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	12	1 D-2, 1 D-1, 4 P-5, 1 P-4, 1 P-3, 2 GS (PL), 2 GS (OL)
Proposed for 2024	12	1 D-2, 1 D-1, 4 P-5, 1 P-4, 1 P-3, 2 GS (PL), 2 GS (OL)

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Table 1.14
Proposed posts by category and grade
 (Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	4	—	—	—	—	4
P-4	1	—	—	—	—	1
P-3	1	—	—	—	—	1
Subtotal	8	—	—	—	—	8
General Service and related						
GS (PL)	2	—	—	—	—	2
GS (OL)	2	—	—	—	—	2
Subtotal	4	—	—	—	—	4
Total	12	—	—	—	—	12

1.15 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.15 to 1.17 and figure 1.II.

1.16 As reflected in tables 1.15 (1) and 1.16 (1), the overall resources proposed for 2024 amount to \$7,325,000 before recosting and reflect no change compared with the appropriation for 2023.

Table 1.15
Evolution of financial resources by source of funding and component
 (Thousands of United States dollars)

(1) Regular budget

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	6 401.2	7 325.0	—	—	—	—	—
Subtotal, 1	6 401.2	7 325.0	—	—	—	—	7 325.0

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(2) *Other assessed*

<i>Component</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2024 estimate</i>
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	526.0	801.2	35.8	4.5	837.0
Subtotal, 2	526.0	801.2	35.8	4.5	837.0
Total	6 927.2	8 126.2	35.8	0.4	8 162.0

Table 1.16
Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2023 approved</i>	<i>Changes</i>				<i>2024 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	—	—	—	—	12
Subtotal, 1	12	—	—	—	—	12

(2) *Other assessed*

<i>Component</i>	<i>2023 estimate</i>	<i>Change</i>	<i>2024 estimate</i>
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	3	—	3
Subtotal, 2	3	—	3
Total	15	—	15

Table 1.17
Evolution of financial and post resources

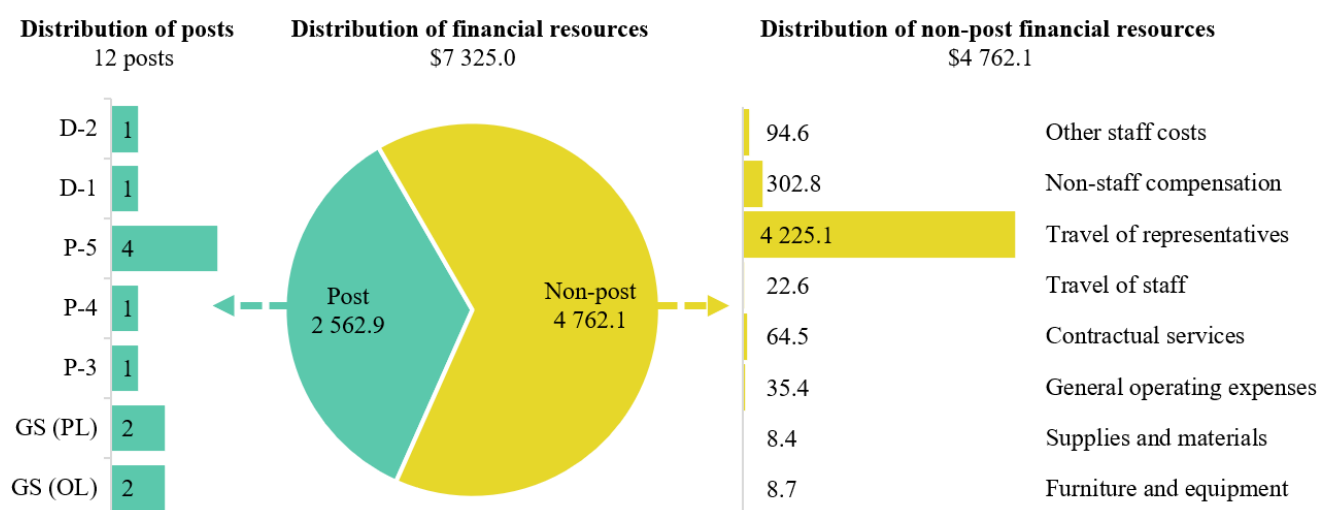
(Thousands of United States dollars/number of posts)

	Changes							2024 estimate (before recosting)
	2022 expenditure	2023 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 355.8	2 562.9	—	—	—	—	—	2 562.9
Non-post	4 045.4	4 762.1	—	—	—	—	—	4 762.1
Total	6 401.2	7 325.0	—	—	—	—	—	7 325.0

	Changes						2024 estimate (before recosting)	
	2022 expenditure	2023 appropriation	Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		4	—	—	—	—	—	4
Total		12	—	—	—	—	—	12

Figure 1.II
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

- 1.17 As reflected in tables 1.15 (2) and 1.16 (2), other assessed resources amount to \$837,000 and would provide for three posts and non-post resources. The resources would be utilized to support the secretariat of the Advisory Committee on matters related to peacekeeping operations. The increase of \$35,800 compared with the estimate for 2023 reflects mainly updated salary costs, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).
- 1.18 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.18.
- 1.19 The compliance rate for travel of the members of the Advisory Committee to their countries of origin continued to be affected by the restrictions in travel resulting from the COVID-19 pandemic in 2022. Further adjustments to national policies and route changes affected the advance travel planning that the secretariat of the Committee usually undertakes to make travel arrangements within the specified notice period. Planning for the Committee's field trip in May 2022 and the onboarding of new members introduced new complexities in the timely processing of travel arrangements and issuance of visas, contributing further to a decrease in the compliance rate compared with 2021. The Secretariat continues to review and optimize its efforts to manage the multiplicity of factors affecting the work of the Committee and the resulting compliance rate, including COVID-19-related considerations.

Table 1.18
Compliance rate
(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	59	59	47	100	100

Impact of the pandemic

- 1.20 The continuation of the COVID-19 pandemic into 2022 continued to have an impact on the implementation of mandates, in particular the conduct of in-person meetings by the Advisory Committee. In 2022, the Committee continued to use a combination of virtual and hybrid formats to conduct its meetings and ensure the timely delivery of planned activities. The secretariat of the Committee continued to provide an enhanced level of support, including by extending its operating hours, improving its data management and organization, and continuing to optimize its operating procedures and processes. In May 2022, notwithstanding COVID-19-related travel restrictions, the Committee undertook a field mission to several United Nations entities based in Africa and Geneva, which necessitated expanded planning and support from the secretariat of the Committee, in particular with regard to the processing of travel-related documentation, including adherence to the COVID-19 travel protocols and coordination with the United Nations offices concerned.

3. Committee on Contributions

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.21 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in table 1.19.

Table 1.19
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2022 expenditure</i>	<i>2023 appropriation</i>	<i>Changes</i>					<i>2024 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Travel of representatives	292.6	387.5	–	88.2	–	88.2	22.8	475.7
Total	292.6	387.5	–	88.2	–	88.2	22.8	475.7

- 1.22 As reflected in table 1.19, the overall resources proposed for 2024 amount to \$475,700 before recosting, reflecting an increase of \$88,200 (or 22.8 per cent) compared with the appropriation for 2023. Resource changes result from new and expanded mandates.

Explanation of variances by factor

Overall resource changes

New and expanded mandates

- 1.23 As reflected in table 1.19, resource changes reflect an increase of \$88,200, which relates to the provision for the travel of representatives for the additional week of meetings scheduled for the eighty-fourth session of the Committee on Contributions, to be held in 2024. Pursuant to the working methods of the Committee, during its consideration of the scale of assessments, which takes place every three years, the Committee would meet for four weeks instead of three weeks.

Impact of the pandemic

- 1.24 Following the lessons learned from the COVID-19 pandemic, the Committee continues to structure its sessions on the basis of knowledge and experiences gained during the pandemic. During 2022, at its eighty-second session, the Committee met in person from 6 to 24 June in New York. In addition to reviewing the elements of the methodology of the scale of assessments, reviewing and making recommendations in relation to Article 19 of the Charter of the United Nations and discussing multi-year payment plans, the Committee held a session with experts from the World Bank and the International Monetary Fund.
- 1.25 Information on the advance booking for air travel is reflected in table 1.20. The secretariat of the Committee will continue to raise the awareness of travellers on the policy for the advance purchase of air tickets.

Table 1.20
Compliance rate
(Percentage)

	<i>Actual 2020^a</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Air tickets purchased at least 2 weeks before the commencement of travel	—	58	75	100	100

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

4. Board of Auditors (including its secretariat)

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.26 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.21 to 1.23.

Table 1.21
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Posts	711.3	816.8	—	—	—	—	—	816.8
Other staff costs	5.1	25.3	—	—	—	—	—	25.3
Travel of staff	44.7	32.3	—	—	—	—	—	32.3
Contractual services	2 682.3	3 022.4	—	—	(95.6)	(95.6)	(3.2)	2 926.8
General operating expenses	12.9	50.6	—	—	—	—	—	50.6
Supplies and materials	0.2	6.4	—	—	0.6	0.6	9.4	7.0
Furniture and equipment	10.9	7.1	—	—	7.9	7.9	111.3	15.0
Total	3 467.4	3 960.9	—	—	(87.1)	(87.1)	(2.2)	3 873.8

Table 1.22
Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	6	1 D-1, 1 P-3, 1 GS (PL), 3 GS (OL)
Proposed for 2024	6	1 D-1, 1 P-3, 1 GS (PL), 3 GS (OL)

Table 1.23
Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-1	1	—	—	—	—	1
P-3	1	—	—	—	—	1
Subtotal	2	—	—	—	—	2
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	3	—	—	—	—	3
Subtotal	4	—	—	—	—	4
Total	6	—	—	—	—	6

1.27 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.24 to 1.26 and figure 1.III.

Section 1 Overall policymaking, direction and coordination

- 1.28 As reflected in table 1.24 (1), the overall resources proposed for 2024 amount to \$3,873,800 before recosting, reflecting a net decrease of \$87,100 (or 2.2 per cent) compared with the appropriation for 2023. Resource changes result from other changes.

Table 1.24

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Board of Auditors (including its secretariat)	3 467.4	3 960.9	–	–	(87.1)	(87.1)	(2.2)	3 873.8
Subtotal, 1	3 467.4	3 960.9	–	–	(87.1)	(87.1)	(2.2)	3 873.8

(2) *Other assessed*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Board of Auditors (including its secretariat)	3 863.7	3 863.7	193.2	5.0	4 056.9
Subtotal, 2	3 863.7	3 863.7	193.2	5.0	4 056.9

(3) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Board of Auditors (including its secretariat)	6 365.8	6 288.7	330.4	5.3	6 619.1
Subtotal, 3	6 365.8	6 288.7	330.4	5.3	6 619.1
Total	13 696.9	14 113.3	436.5	3.1	14 549.8

Table 1.25

Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Board of Auditors (including its secretariat)	6	—	—	—	—	6
Subtotal, 1	6	—	—	—	—	6

(2) Extrabudgetary

Component	2023 estimate	Change	2024 estimate
Board of Auditors (including its secretariat)	1	–	1
Subtotal, 2	1	–	1
Total	7	–	7

Table 1.26

Evolution of financial and post resources

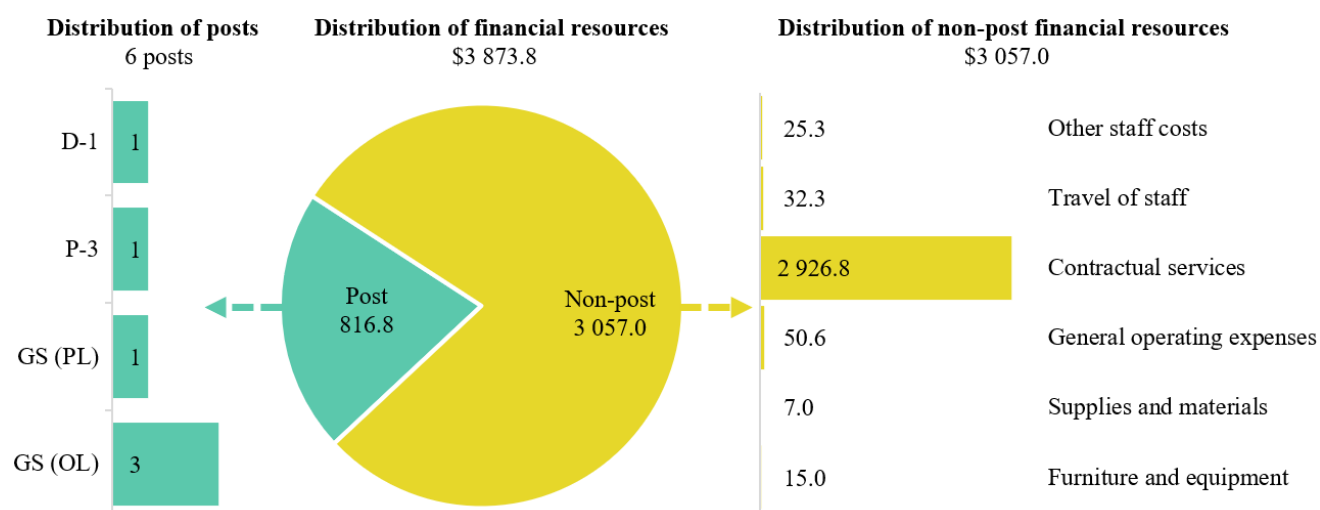
(Thousands of United States dollars/number of posts)

	Changes							2024 estimate (before recosting)
	2022 expenditure	2023 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	711.3	816.8	—	—	—	—	—	816.8
Non-post	2 756.1	3 144.1	—	—	(87.1)	(87.1)	(2.8)	3 057.0
Total	3 467.4	3 960.9	—	—	(87.1)	(87.1)	(2.2)	3 873.8
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		4	—	—	—	—	—	4
Total		6	—	—	—	—	—	6

Figure 1.III

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.29 As reflected in tables 1.24 (1) and 1.25 (1), resource changes reflect a net decrease of \$87,100, owing mainly to lower provisions for audit fees under contractual services, in line with recent expenditure patterns. The reduction is offset in part by increased requirements for the acquisition of information and communications technology equipment and supplies and materials to better support the number of visits by auditors to United Nations Headquarters.

Other assessed and extrabudgetary resources

- 1.30 As reflected in table 1.24 (2), other assessed resources amount to \$4,056,900 and would provide for the audits of active peacekeeping missions.
- 1.31 As reflected in tables 1.24 (3) and 1.25 (2), extrabudgetary resources amount to \$6,619,100 and would complement regular budget resources.
- 1.32 Extrabudgetary resources provide for the audit of technical cooperation projects undertaken by the Department of Economic and Social Affairs, the Economic Commission for Africa, the Economic Commission for Europe, the Economic Commission for Latin America and the Caribbean, the Economic and Social Commission for Asia and the Pacific, the Economic and Social Commission for Western Asia, the Office of the United Nations High Commissioner for Human Rights (OHCHR), trust fund-related audits included in United Nations entities and the full range of activities, entities and programmes falling under the auspices of the Secretariat (see [A/77/5 \(Vol. 1\)](#)), including the Office for the Coordination of Humanitarian Affairs, the United Nations Conference on Trade and Development, the United Nations Interregional Crime and Justice Research Institute, the United Nations System Staff College, the United Nations Research Institute for Social Development, the International Trade Centre, the United Nations University, the United Nations Development Programme (UNDP), the United Nations Capital Development Fund, the United Nations Children's Fund (UNICEF), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), the Provident Fund of UNRWA, the Microfinance and Microenterprise Programme of UNRWA, the United Nations Institute for Training and Research, the Office of the United Nations High Commissioner for Refugees, the United Nations Environment Programme (UNEP), the United Nations Population Fund, the United Nations Human Settlement Programme (UN-Habitat), the United Nations Office on Drugs and Crime (UNODC), the United Nations Office for Project Services, the International Residual Mechanism for Criminal Tribunals, the United Nations Framework Convention on Climate Change, the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, the United Nations Joint Staff Pension Fund, the UNDP trust fund for the Global Environment Facility and the Global Environment Facility trust fund (UNEP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).
- 1.33 The extrabudgetary resources under the present section are subject to the oversight of the Board.
- 1.34 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.27. The Board of Auditors secretariat will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.27
Compliance rate
(Percentage)

	<i>Actual 2020^a</i>	<i>Actual 2021^a</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	—	—	100	100	100

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

Impact of the pandemic

- 1.35 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular the ability of the Board to conduct its audits fully on-site. The Board had to cancel on-site visits and conduct its audits through virtual platforms. The use of the remote audit methodology led to an increase in the utilization of auditor weeks. Auditor weeks utilized from 1 January to 31 December 2022 were 5,635.8 weeks, or 9.1 per cent higher than the 5,166.8 weeks utilized during the same period in 2021. Remote audits have been possible owing to the operation of the United Nations enterprise resource planning system. The pandemic notwithstanding, the Board and its audit teams, the Executive Secretary and the Audit Operations Committee were able to adapt and perform their duties remotely, to the full satisfaction of the Board and in accordance with auditing standards.

5. Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nation Joint Staff Pension Fund)

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.36 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the regulations adopted by the Assembly, the Pension Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat of the Pension Board and each such committee.
- 1.37 The expenses incurred by the staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, given that the central secretariat of the Pension Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continued to handle pension administration for the United Nations by special arrangement with the Pension Board. For those services, the United Nations reimburses the Pension Fund in accordance with the cost-sharing arrangement, as approved by the General Assembly in its resolution [75/246](#).
- 1.38 At the time that the present report was being prepared, the proposed budget of the Pension Fund for 2024 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Pension Fund for 2024 and action taken by the General Assembly at its seventy-eighth session on the basis of the recommendations the Pension Board may make in 2023 with respect to that budget. A statement of administrative and budgetary implications will be submitted to the Assembly at its seventy-eighth session should the Pension Board's recommendations involve resources different from those estimated in the present report.
- 1.39 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in table 1.28.

Table 1.28
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Travel of representatives	53.4	68.5	—	—	—	—	—	68.5
Travel of staff	43	59.1	—	—	(15.5)	(15.5)	(6.1)	43.6
General operating expenses	0.1	—	—	—	—	—	—	—
Grants and contributions	5 075.5	5 337.5	—	—	—	—	—	5 337.5
Total	5 172.0	5 465.1	—	—	(15.5)	(15.5)	(0.3)	5 449.6

1.40 Additional details on the distribution of the proposed resources for 2024 are reflected in table 1.29 and figure 1.IV.

1.41 As reflected in table 1.29 (1), the overall resources proposed for 2024 amount to \$5,449,600 before recosting, reflecting a decrease of \$15,500 (or 0.3 per cent) compared with the appropriation for 2023. Resource changes result from other changes.

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

(Thousands of United States dollars)

(1) Regular budget

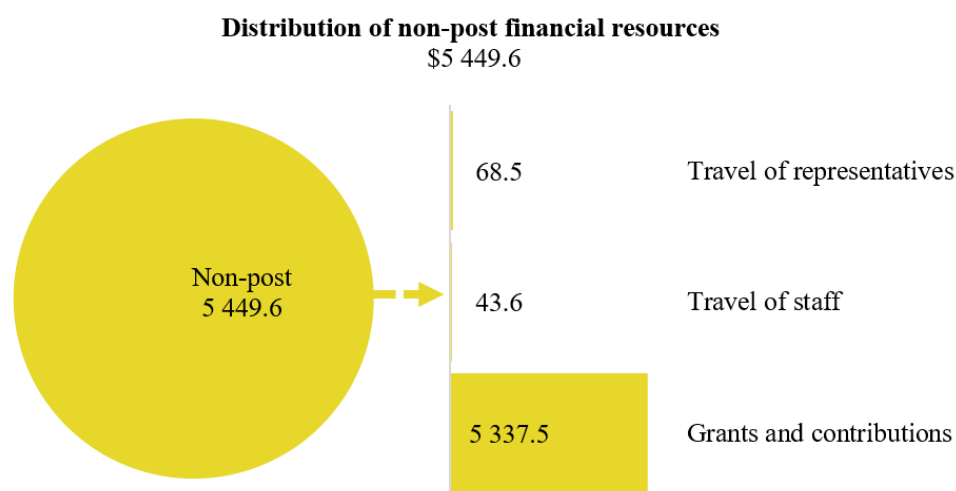
Component	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	5 172.0	5 465.1	—	—	(15.5)	(15.5)	(0.3)	5 449.6
Subtotal, 1	5 172.0	5 465.1	—	—	(15.5)	(15.5)	(0.3)	5 449.6

(2) Extrabudgetary

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	3 238.6	3 369.6	—	—	3 369.6
Subtotal, 2	3 238.6	3 369.6	—	—	3 369.6
Total	8 410.6	8 834.7	(15.5)	(0.2)	8 819.2

Figure 1.IV
Distribution of proposed resources for 2024 (before recosting)

(Thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.42 As reflected in tables 1.28 and 1.29 (1), resource changes reflect a decrease of \$15,500 that takes into account expenditure experience, the expected travel to the in-person Pension Board meeting in 2024 and the composition of the United Nations Staff Pension Committee.

Extrabudgetary resources

- 1.43 As reflected in table 1.29 (2), extrabudgetary resources amount to \$3,369,600. The resources would complement regular budget resources and represent the funds and programmes' share of the cost of the provision of services by the United Nations Joint Staff Pension Fund as secretariat of the United Nations Staff Pension Committee.
- 1.44 Information on the advance booking for air travel is reflected in table 1.30. The office will strive to maintain a 100 per cent compliance with the advance booking of air travel policy by continuing to improve the planning of travel arrangements.

Table 1.30
Compliance rate
(Percentage)

	Actual 2020 ^a	Actual 2021 ^a	Planned 2022	Planned 2023	Planned 2024
Air tickets purchased at least 2 weeks before the commencement of travel	—	—	100	100	100

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

Impact of the pandemic

- 1.45 While the Pension Fund continued to operate under the economic uncertainties brought about by the COVID-19 pandemic, measures taken by the United Nations, in line with guidance of local authorities, to mitigate the spread and impact of the pandemic were relaxed in large part in 2022, as the spread of the pandemic slowed down. Travel restrictions that had been put in place since the outbreak of the pandemic were lifted in most jurisdictions around the world. As a result, the Pension Board was able to hold its annual meeting in person after a two-year hiatus. In addition, managers at the Pension Fund were also able to meet with the staff pension committees of member organizations, and in-person visitations by plan participants, which had been suspended since March 2020, resumed in the second half of 2022.

6. Committee for Programme and Coordination

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.46 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in table 1.31.

Table 1.31
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Travel of representatives	599.7	616.9	–	–	–	–	–	–	616.9
Total	599.7	616.9	–	–	–	–	–	–	616.9

- 1.47 As reflected in table 1.31, the overall resources proposed for 2024 amount to \$616,900 before recosting and reflect no change compared with the appropriation for 2023.
- 1.48 Information on the advance booking for air travel is reflected in table 1.32. The secretariat of the Committee will continue to raise the awareness of travellers on the policy for the advance purchase of air tickets.

Table 1.32
Compliance rate

(Percentage)

	Actual 2020 ^a	Actual 2021	Actual 2022	Planned 2023	Planned 2024
Air tickets purchased at least 2 weeks before the commencement of travel	–	85	56	100	100

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

7. Independent Audit Advisory Committee

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.49 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.33 to 1.35.

Table 1.33

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Posts	374.5	287.9	—	—	—	—	—	287.9
Other staff costs	0.3	13.3	—	—	—	—	—	13.3
Consultants	12.8	6.7	—	—	—	—	—	6.7
Travel of representatives	86.1	236.9	—	—	—	—	—	236.9
Travel of staff	4.9	12.8	—	—	—	—	—	12.8
Contractual services	2.2	4.1	—	—	—	—	—	4.1
General operating expenses	1.5	3.7	—	—	—	—	—	3.7
Supplies and materials	—	1.1	—	—	—	—	—	1.1
Furniture and equipment	—	0.4	—	—	—	—	—	0.4
Total	482.3	566.9	—	—	—	—	—	566.9

Table 1.34

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	2	1 P-5, 1 GS (OL)
Proposed for 2024	2	1 P-5, 1 GS (OL)

Table 1.35

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
P-5	1	—	—	—	—	1
Subtotal	1	—	—	—	—	1

Section 1 Overall policymaking, direction and coordination

Category and grade	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	1	—	—	—	—	1
Subtotal	1	—	—	—	—	1
Total	2	—	—	—	—	2

1.50 Additional details on the distribution of proposed resources for 2024 are reflected in table 1.36 and figure 1.V.

1.51 As reflected in table 1.36, the overall resources proposed for 2024 amount to \$566,900 before recosting and reflect no change compared with the appropriation for 2023.

Table 1.36

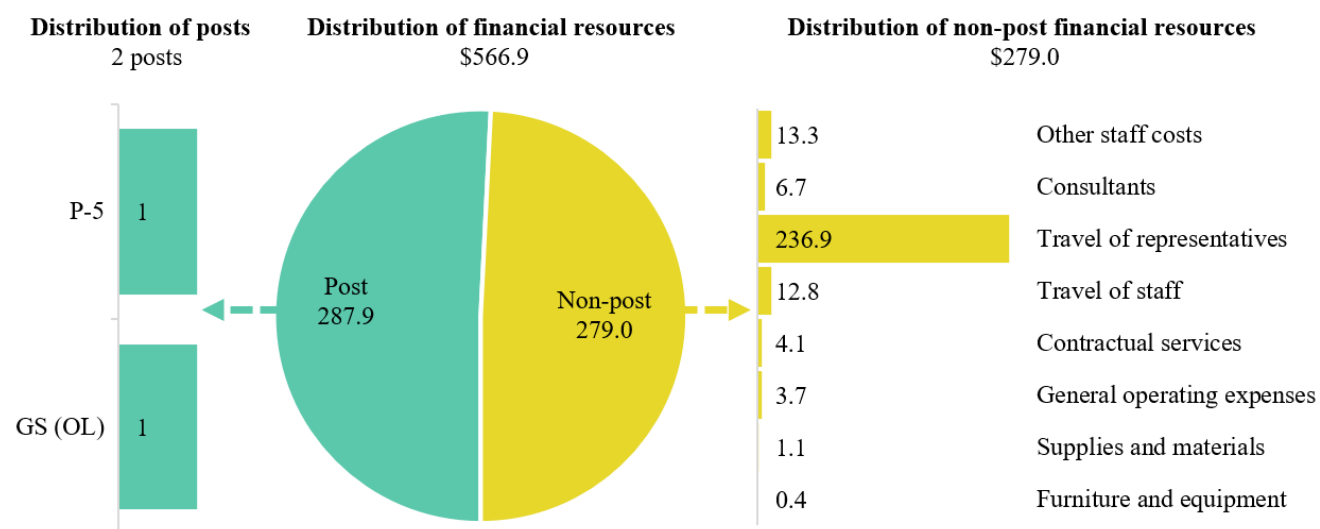
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	374.5	287.9	—	—	—	—	—	287.9
Non-post	107.8	279.0	—	—	—	—	—	279.0
Total	482.3	566.9	—	—	—	—	—	566.9
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		1	—	—	—	—	—	1
Total		2	—	—	—	—	—	2

Figure 1.V
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



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

Table 1.37
Compliance rate

(Percentage)

	Actual 2020	Actual 2021 ^a	Actual 2022	Planned 2023	Planned 2024
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	67	—	33	100	100

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

Impact of the pandemic

- 1.53 During 2021 and 2022, the COVID-19 pandemic had an impact on the planned activities of the Committee. While all its meetings were held virtually in 2021, the Committee managed to hold some meetings in hybrid mode in 2022. Those challenges continued to have an impact on the modus operandi of the Committee's deliberations, including the much earlier start and end times of the sessions (8 a.m. to 12 p.m. Eastern Standard Time) and the absence of interpretation services. This meant that the number of topics covered at each session was lower than usual, leading to ad hoc meetings, whenever practical. Those challenges notwithstanding, the Committee was able to issue its reports in a timely manner.

II. Secretary-General

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.54 In accordance with Article 97 of the Charter of the United Nations, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who, in turn, appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.
- 1.55 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination (CEB), the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General in 2024 will be directed towards the achievement of the priorities of the Organization.
- 1.56 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.38 to 1.40.

Table 1.38
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	393.9	421.0	—	—	—	—	—	—	421.0
Hospitality	59.8	64.9	—	—	—	—	—	—	64.9
Travel of staff	203.3	230.5	—	—	—	—	—	—	230.5
General operating expenses	168.5	181.9	—	—	—	—	—	—	181.9
Total	825.5	898.3	—	—	—	—	—	—	898.3

Table 1.39
Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	1	Secretary-General
Proposed for 2024	1	Secretary-General

Table 1.40

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
Secretary-General	1	—	—	—	—	1
Total	1	—	—	—	—	1

1.57 Additional details on the distribution of the proposed resources for 2024 are reflected in table 1.41 and figure 1.VI.

1.58 As reflected in table 1.41, the overall resources proposed for 2024 amount to \$898,300 before recosting and reflect no change compared with the appropriation for 2023.

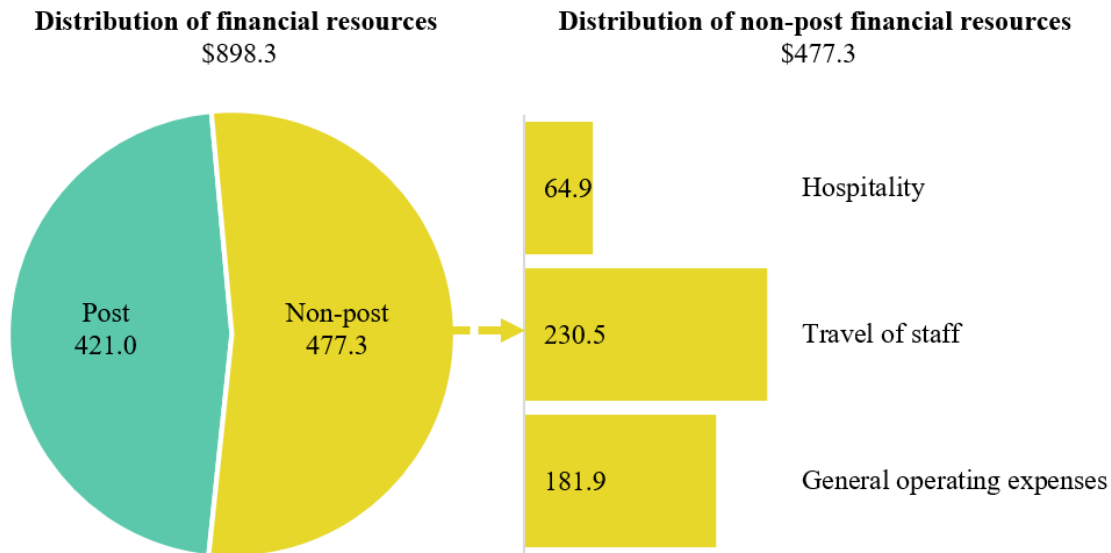
Table 1.41

Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Post	393.9	421.0	—	—	—	—	421.0
Non-post	431.6	477.3	—	—	—	—	477.3
Total	825.5	898.3	—	—	—	—	898.3
Post resources by category							
Secretary-General		1	—	—	—	—	1
Total		1	—	—	—	—	1

Figure 1.VI
Distribution of proposed resources for 2024 (before recosting)
(Thousands of United States dollars)



III. Executive direction and management

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

1. Executive Office of the Secretary-General

B. Proposed post and non-post resource requirements for 2024

Overview

1.60 The Executive Office of the Secretary-General provides assistance to the Secretary-General in the establishment of general policy, in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It provides further assistance to the Secretary-General in strategic planning, the preparation of the annual report of the Organization and the annual report on the rule of law, political, economic and inter-agency affairs, liaison and representation functions and the fulfilment of the priorities and mandates set out by the General Assembly. The resources of the Executive Office also provide for the post of Deputy

Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution [52/12 B](#).

- 1.61 The Executive Office functions as an integrated office, with reporting lines through the Deputy Secretary-General, Chef de Cabinet and the Under-Secretary-General for Policy to the Secretary-General. The Assistant Secretary-General will undertake assignments and perform functions in support of the Secretary-General's mandate. During 2023, the Secretary-General has continued to improve the structure of his Office through internal redeployments, as reflected in the organization chart (see annex I), to ensure the maximum utilization of existing resources and to support the Secretary-General in the execution of his mandate. The units within the Executive Office work as a team to support the Secretary-General and the activities of the principals, regardless of their direct reporting lines. The resources for the Executive Office provide for post and non-post resources in support of the activities of the Secretary-General. The overall level and number of posts approved for 2024 remain unchanged.
- 1.62 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Executive Office has continued to integrate environmental management practices into its operations to ensure resource efficiencies, waste reduction and system-wide behavioural changes across the United Nations. In 2022, the Executive Office leveraged the changes that it had initiated in 2020 with regard to lowering its carbon and resource footprint, streamlining correspondences and document processing workflows, resulting in the elimination of much printing that otherwise would have been required. With the recent adoption of Assembly resolution [77/161](#) on promoting zero-waste initiatives to advance the 2030 Agenda for Sustainable Development, the Executive Office has also begun to examine measures to implement waste reduction practices for system-wide applications.
- 1.63 The Executive Office strives to make the reports of the Secretary-General issued by the Office accessible to persons with disabilities. For example, the report of the Secretary-General on the work of the Organization included several accessibility formats, including ePub, eBook and Easy Read. In 2024, the Executive Office will continue its efforts to facilitate the issuance of reports of the Secretary-General in disability-inclusive formats, where feasible. In 2022 the Executive Office enhanced the accessibility of events, for example, during the high-level week through the provision of International Sign interpretation and captioning for some Executive Office-led side events. The Executive Office is also taking active steps to ensure the provision of reasonable accommodation to staff members with disabilities and will continue such efforts in 2024.

Deputy Secretary-General

- 1.64 The Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of General Assembly resolution [52/12 B](#), will place special focus on sustainable development, including the 2030 Agenda and the Sustainable Development Goals, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Paris Agreement on climate change and other intergovernmentally agreed sustainable development commitments. In this regard, specific attention will be paid to financing for development, climate action and environmental protection, jobs and social protection, global health, education and the humanitarian-development nexus, as well as the links to peacebuilding, transitions from crisis and conflict to sustainable development, migration and development, and the chairing of the United Nations Sustainable Development Group, including the oversight of the Development Coordination Office and the continued implementation of the repositioning of the United Nations development system. The Deputy Secretary-General oversees the work of the Executive Office on gender equality, climate action, development finance and the implementation of the disability strategy, and chairs the Rule of Law Coordination and Resource Group. The Deputy Secretary-General directly oversees the work of the Sustainable Development Unit.

Chef de Cabinet

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

Under-Secretary-General for Policy

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

Office of the Secretary-General

- 1.67 The Office of the Secretary-General provides support and assistance to the Secretary-General. The Office liaises with the Deputy Secretary-General, Chef de Cabinet and the Under Secretary-General for Policy and conveys the Secretary-General's guidance. It reviews and clears documentation, correspondence, notes, letters, reports and statements. The Office oversees the scheduling of meetings and events, the preparation of scenarios and the travel of the Secretary-General, and is responsible for preparation for scheduled activities, including consolidating background notes, key messages, remarks and speeches, and liaising with permanent missions.

Management and Administrative Unit

- 1.68 The Management and Administrative Unit provides support to the Secretary-General and the Executive Office in the areas of human resources, financial and budgetary management and general administration. In addition, the Unit carries out advisory and liaison functions with regard to matters related to management, oversight, conference support, safety and security, legal affairs, ethics, and

conduct and discipline. The Unit, which includes the Central Records Unit, also ensures the effective management of correspondence for the Secretary-General and the Executive Office.

Office of the Spokesperson

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

Political, Peacekeeping, Humanitarian and Human Rights Unit

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

Rule of Law Unit

- 1.71 The Rule of Law Unit catalyses the strengthening of United Nations activities to promote the rule of law. The Unit serves as the focal point in the Executive Office for legal questions, the rule of law, counter-terrorism and the prevention of violent extremism, international justice and accountability, organized crime and drugs, transitional justice and anti-corruption, and provides support for the system-wide coordination, coherence and quality of rule of law activities of the United Nations. It develops system-wide strategies, policy direction, best practice materials and guidance for the Organization in promoting the fundamental importance of the rule of law. Moreover, the Unit provides support to the Rule of Law Coordination and Resource Group in carrying out and implementing the tasks set out in the related report of the Secretary-General ([A/61/636-S/2006/980](#)) and leads the preparation of the annual report of the Secretary-General on the rule of law.

Scheduling and Travel Unit

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

Strategic Communication and Speech Writing Unit

- 1.73 The Strategic Communication and Speech Writing Unit provides communications advice and support to the Secretary-General. The Unit drafts speeches, video messages, op-ed articles and other materials for delivery by the Secretary-General. It also works with communications colleagues and others across the United Nations system on strategic planning and crisis communications, helps to formulate key messaging, ensures that the Secretary-General's speeches and messages are disseminated as widely as possible and provides speech support to the Deputy-Secretary General and other senior officials in the Executive Office.

Strategic Planning and Monitoring Unit

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

Sustainable Development Unit

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

Impact of the pandemic

- 1.76 Learning lessons from the height of the COVID-19 pandemic, the Executive Office continues to adapt its work so that it can be performed effectively and efficiently in hybrid environments by leveraging modern information technology systems. Given the nature of the Executive Office, many functions are performed in person to ensure effective support for the work of the Secretary-General and other principals. Wherever possible and suitable, the hybrid model has been applied. To support hybrid work, the Executive Office has also made minor space adaptations, including by adding individual focus workspaces. Meetings of the Secretary-General with dignitaries and delegates have resumed in large part in person, resulting in an increased level of travel comparable to pre-pandemic levels.
- 1.77 The Executive Office continues to institute more digital correspondence and document processing workflows. These new best practices enabled remote operations and review and clearance processes within the units of the Executive Office.
- 1.78 Best practices and lessons learned from dealing with and addressing the COVID-19 pandemic will continue to be implemented across the Secretariat and the United Nations system. The Executive Office will continue to lead and support close and strong collaboration across all offices, departments and field entities within the Secretariat and in the United Nations system to ensure business continuity and support to Member States in their recovery efforts.
- 1.79 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.42 to 1.44.

Table 1.42
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	15 849.9	16 068.5	—	—	—	—	—	—	16 068.5
Other staff costs	104.7	124.2	—	—	—	—	—	—	124.2
Hospitality	1.5	1.6	—	—	—	—	—	—	1.6
Travel of staff	490.6	486.9	—	—	—	—	—	—	486.9
Contractual services	162.2	157.6	—	—	—	—	—	—	157.6
General operating expenses	83.7	114.5	—	—	—	—	—	—	114.5
Supplies and materials	10	44.6	—	—	—	—	—	—	44.6
Furniture and equipment	1.3	19.4	—	—	—	—	—	—	19.4
Total	16 703.9	17 017.3	—	—	—	—	—	—	17 017.3

Table 1.43
Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 11 P-4, 7 P-3, 2 P-2/1, 7 GS (PL), 39 GS (OL)
Proposed for 2024	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 11 P-4, 7 P-3, 2 P-2/1, 7 GS (PL), 39 GS (OL)

Table 1.44
Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
DSG	1	—	—	—	—	1
USG	2	—	—	—	—	2
ASG	1	—	—	—	—	1
D-2	6	—	—	—	—	6
D-1	7	—	—	—	—	7
P-5	9	—	—	—	—	9
P-4	11	—	—	—	—	11
P-3	7	—	—	—	—	7
P-2/1	2	—	—	—	—	2
Subtotal	46	—	—	—	—	46

Section 1 Overall policymaking, direction and coordination

Category and grade	2023 approved	Changes			Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other		
General Service and related						
GS (PL)	7	—	—	—	—	7
GS (OL)	39	—	—	—	—	39
Subtotal	46	—	—	—	—	46
Total	92	—	—	—	—	92

1.80 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.45 to 1.47 and figure 1.VII.

1.81 As reflected in table 1.45 (1), the overall resources proposed for 2024 amount to \$17,017,300 before recosting and reflect no change compared with the appropriation for 2023.

Table 1.45

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	16 703.9	17 017.3	–	–	–	–	17 017.3
Subtotal, 1	16 703.9	17 017.3	–	–	–	–	17 017.3

(2) *Other assessed*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Executive direction and management	1 100.1	1 238.4	41.6	3.4	1 280.0
Subtotal, 2	1 100.1	1 238.4	41.6	3.4	1 280.0

(3) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Executive direction and management	37 150.3	36 231.5	2 366.5	6.5	38 598.0
Subtotal, 3	37 150.3	36 231.5	2 366.5	6.5	38 598.0
Total	54 954.3	54 487.2	2 408.1	4.4	56 895.3

Table 1.46
Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	92	–	–	–	–	92
Subtotal, 1	92	–	–	–	–	92

(2) Other assessed

Component	2023 estimate	Change	2024 estimate
Executive direction and management	5	–	5
Subtotal, 2	5	–	5

(3) Extrabudgetary

Component	2023 estimate	Change	2024 estimate
Executive direction and management	29	3	32
Subtotal, 3	29	3	32
Total	126	3	129

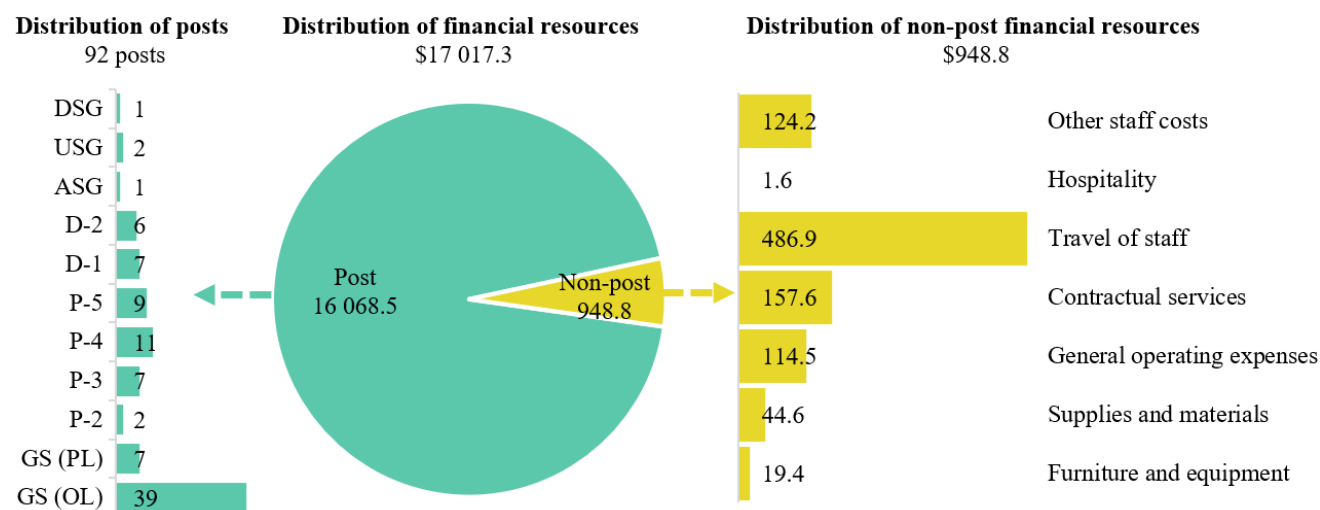
Table 1.47
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	15 849.9	16 068.5	—	—	—	—	—	16 068.5
Non-post	854	948.8	—	—	—	—	—	948.8
Total	16 703.9	17 017.3	—	—	—	—	—	17 017.3
Post resources by category								
Professional and higher		46	—	—	—	—	—	46
General Service and related		46	—	—	—	—	—	46
Total		92	—	—	—	—	—	92

Figure 1.VII
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 1.82 As reflected in tables 1.45 (2) and 1.46 (2), other assessed resources estimated at \$1,280,000 would provide for five posts and non-post resources under the support account for peacekeeping operations. The increase of \$41,600 reflects updated salary costs, compared with the estimate for 2023. Further details on the resource changes are reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 (A/77/771).
- 1.83 As reflected in tables 1.45 (3) and 1.46 (3), extrabudgetary resources amount to \$38,598,000. The resources would complement regular budget resources and would support the delivery of its mandates, including supporting the Secretary-General in his responsibilities and the Executive Office's activities in all regions of the world, providing support for the financing of activities related to the maintenance of international peace and security, and providing for special projects to be undertaken by the Executive Office.
- 1.84 The extrabudgetary resources under the present section are subject to the oversight of the Executive Office, which has delegated authority from the Secretary-General.
- 1.85 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.48. The vast majority of the travel undertaken in the Executive Office is in connection with the formal delegations of the Secretary-General and of the Deputy Secretary-General. The official visits of the Secretary-General and of the Deputy Secretary-General involve complex preparation and logistical arrangements with respect to the agenda and scheduling with numerous high-level government officials. Therefore, such preparations are, in many cases, finalized close to the departure date and are subject to last-minute changes. Furthermore, the official visits, in most cases, involve multiple consecutive meetings in different countries and regions in order to save financial resources that would have been otherwise incurred had the travel been to a single destination with a round trip to New York. Hence, the coordination of these multiple-leg trips with numerous high-level participants is more complex and involves additional extensive preparations with unforeseen circumstances. It should be noted that the Executive Office often works directly with the Travel Unit and reserves the tickets on the basis of a preliminary itinerary to secure the tickets at a low price, before the formal actions are recorded in Umoja, which are then completed at a later stage, once final information is confirmed. The Executive Office is mindful of and takes the utmost efforts to achieve improved compliance with the advance booking of air travel policy.

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

Table 1.48

Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	78	86	75	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	32	34	33	100	100

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

Foreword

The world faces increasing economic, humanitarian and environmental challenges, an uneven recovery from the COVID-19 pandemic and a deep security crisis born of rising geopolitical tensions. In the face of these challenges, the United Nations Office at Geneva plays a leading role at the heart of “International Geneva” in bringing together Member States, organizations and many other actors to find solutions to these global challenges.

Through its unique convening capacity – whether physical or virtual – and by providing cutting-edge infrastructure, services and assistance, the United Nations Office at Geneva is a key hub for inclusive, multilateral diplomacy and action on the 2030 Agenda for Sustainable Development. It undertakes diplomatic outreach, liaison functions and communications initiatives and provides political, protocol and legal advice. As the designated United Nations official for security for Switzerland, the Director-General oversees the safety and security of United Nations staff and property.

The United Nations Office at Geneva will continue to be a service provider of excellence and an operational hub of the United Nations system, embracing innovation, collaboration and sustainability. The strategic heritage plan is an example of its modernization. The Office has also incorporated lessons learned from the COVID-19 pandemic to ensure flexibility, inclusivity and accessibility for all, while at the same time implementing measures to be more resilient and cost-effective.

The United Nations Office at Geneva stands firm as a centre for multilateralism and remains committed to helping to shape multilateralism for the future, in 2024 and beyond.

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

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.86 The Office of the Director-General of the United Nations Office at Geneva provides executive support to the Director-General in her functions as the representative of the Secretary-General in Switzerland, as executive head of the United Nations Office at Geneva and as the designated official for security for Switzerland, as mandated and described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva ([ST/SGB/2000/4](#)). The functions of the Office of the Director-General are to:
- (a) Provide executive support to the Director-General and assist the Director-General in the overall direction and management of the United Nations Office at Geneva and the coordination of the activities of its units;
 - (b) Liaise with the Executive Office of the Secretary-General and other Secretariat units at Headquarters and other duty stations;
 - (c) Maintain contact with permanent and observer missions, including coordinating information to them;
 - (d) Provide advice and support to the Director-General in relation to communications, public relations and outreach activities;
 - (e) Provide advice and support to the Director-General in the discharge of political and representational functions with Member States and regional and other intergovernmental organizations, and liaise with relevant Headquarters departments in this area;
 - (f) Organize the observance of mandated and selected international days;
 - (g) Maintain and develop cooperation with Geneva-based United Nations entities, including arranging consultations between the Director-General and the heads of the funds, programmes and specialized agencies in Geneva, and facilitating inter-agency cooperation;
 - (h) Support the Director-General in building partnerships in support of the work of the Organization, including with civil society, the academic and research community and the private sector; liaising with relevant Headquarters departments in this area; and liaising with NGOs, first and foremost with those in consultative status with the Economic and Social Council, and facilitating their participation in United Nations activities;
 - (i) Maintain and develop cooperation with research and academic institutions, civil society, think tanks and the private sector, including organizing joint events;
 - (j) Represent the United Nations Legal Counsel at Geneva, assist the Director-General in all legal matters, provide legal advice to substantive departments and services at the United Nations Office at Geneva and to funds and programmes at Geneva, and liaise with the host country and other authorities concerning privileges and immunities, the implementation of Headquarters agreements and other questions affecting United Nations agreements;
 - (k) Carry out protocol and diplomatic liaison functions with permanent and observer missions and authorities of the host country, provide protocol advice to United Nations entities at Geneva and advise the Geneva Diplomatic Committee in its work;
 - (l) Support the implementation of the 2030 Agenda through communication and outreach activities, capitalizing on the presence in Geneva of a diversity of stakeholders directly involved in the achievement of the Sustainable Development Goals, by acting as convenor, facilitator and connector among actors in Geneva and other duty stations;
 - (m) Lead the United Nations Office at Geneva as it adapts to new realities and challenges following the COVID-19 pandemic, such as hybrid conferencing, and maintain business continuity at the

Section 1 Overall policymaking, direction and coordination

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

- 1.87 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.49 to 1.51.

Table 1.49

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	3 273.8	3 500.1	—	—	—	—	—	—	3 500.1
Other staff costs	8.8	9.5	—	—	—	—	—	—	9.5
Hospitality	3.6	4.0	—	—	—	—	—	—	4.0
Travel of staff	19.2	22.0	—	—	—	—	—	—	22.0
Contractual services	0.2	0.6	—	—	—	—	—	—	0.6
Supplies and materials	—	1.2	—	—	—	—	—	—	1.2
Furniture and equipment	4.5	3.7	—	—	—	—	—	—	3.7
Total	3 310.1	3 541.1	—	—	—	—	—	—	3 541.1

Table 1.50

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)
Proposed for 2024	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)

Table 1.51

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	—	—	—	—	—	1
D-1	2	—	—	—	—	—	2
P-5	2	—	—	—	—	—	2
P-4	2	—	—	—	—	—	2
P-3	1	—	—	—	—	—	1
P-2/1	1	—	—	—	—	—	1
Subtotal	9	—	—	—	—	—	9

Part I Overall policymaking, direction and coordination

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	2	—	—	—	—	2
GS (OL)	6	—	—	—	—	6
Subtotal	8	—	—	—	—	8
Total	17	—	—	—	—	17

1.88 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.52 to 1.54 and figure 1.VIII.

1.89 As reflected in tables 1.52 (1), and 1.53 (1), the overall resources proposed for 2024 amount to \$3,541,100 before recosting and reflect no change compared with the appropriation for 2023.

Table 1.52

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	3 310.1	3 541.1	–	–	–	–	3 541.1
Subtotal, 1	3 310.1	3 541.1	–	–	–	–	3 541.1

(2) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Executive direction and management	458.9	458.9	–	–	458.9
Subtotal, 2	458.9	458.9	–	–	458.9
Total	3 769.0	4 000.0	–	–	4 000.0

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

Table 1.53

Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2023 approved</i>	<i>Changes</i>				<i>2024 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Executive direction and management	17	–	–	–	–	17
Subtotal, 1	17	–	–	–	–	17

(2) *Extrabudgetary*

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

Table 1.54

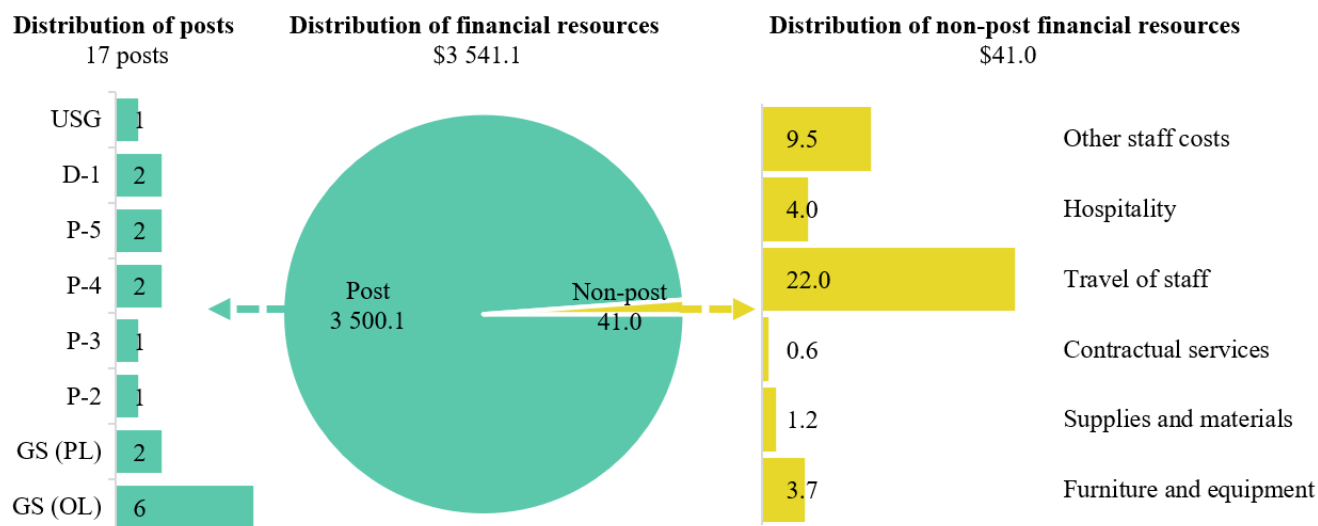
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 273.8	3 500.1	—	—	—	—	—	3 500.1
Non-post	36.3	41.0	—	—	—	—	—	41.0
Total	3 310.1	3 541.1	—	—	—	—	—	3 541.1
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		8	—	—	—	—	—	8
Total		17	—	—	—	—	—	17

Figure 1.VIII
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.90 As reflected in tables 1.52 (2) and 1.53 (2), extrabudgetary resources amount to \$458,900. The resources would complement regular budget resources and would be used to support the Office's work in the Legal Affairs Section and the Political Affairs and Partnerships Section.
- 1.91 The extrabudgetary resources under the present section are subject to the oversight of the Office of the Director-General, which has delegated authority from the Secretary-General.
- 1.92 Information on the advance booking for air travel is reflected in table 1.55. The lower rate of compliance during 2022 was due mainly to the continued impact of the COVID-19 pandemic in the earlier part of the year. The Office of the Director-General will continue to plan its travel in order to reach 100 per cent compliance with the advance booking of air travel policy.

Table 1.55
Compliance rate

(Percentage)

	Actual 2020	Actual 2021	Actual 2022	Planned 2023	Planned 2024
Air tickets purchased at least 2 weeks before the commencement of travel	100	100	—	100	100

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

Foreword

The United Nations Office at Vienna is proud of its efforts to support the United Nations, its Member States and the larger international community in finding durable solutions to complex global challenges and implementing the 2030 Agenda for Sustainable Development. As one of the four global headquarters of the United Nations, the Office supports multilateral diplomacy through its convening capacity and by providing political, protocol and diplomatic liaison functions and advice.

A champion of innovation, collaboration and sustainability, the Office strives to provide efficient and effective administrative and support services to the Vienna-based United Nations entities, which collectively contribute to advancing United Nations goals and values in Austria, in the region and around the world. Thanks to its dedicated staff, the Office provides quality services in human resources, procurement, finance, information technology and communications, and other administrative areas. The Office supports the Secretary-General's reform agenda, seeks out and implements measures to be more resilient and cost-effective, and continues its efforts to reduce its carbon footprint and promote sustainability.

The Office is committed to fostering an enabling organizational culture that ensures a diverse, inclusive and equitable workplace for all. In line with the Secretary-General's goals for gender parity, the Office strives for gender balance among its staff and integrates a gender perspective into its operational activities, deliverables and results. Drawing on best practices from the COVID-19 pandemic and in line with the United Nations Disability Inclusion Strategy, the Office continues to improve the accessibility of its facilities and its online tools and resources for staff members and visitors with disabilities. The Office also supports the United Nations Youth Strategy to foster meaningful youth engagement in advancing the 2030 Agenda.

Through its work and its public outreach, the Office demonstrates and advocates for the importance of multilateralism and the principles for which the United Nations stands. In these endeavours, the Office is grateful for the long-standing support of the host country and host city, which are essential partners in the efforts of the Office to communicate the values of the United Nations in Vienna, in Austria and internationally.

The Office strives to be a service provider of excellence and will continue to ensure that the United Nations family in Vienna is well equipped to provide effective and efficient support for Member States in addressing global challenges and implementing the 2030 Agenda.

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

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.93 The Office of the Director-General of the United Nations Office at Vienna provides executive support to the Director-General in her functions as the representative of the Secretary-General in Austria, as executive head of the United Nations Office at Vienna, including the United Nations Information Service, and as a designated official for security for Austria. The Office of the Director-General also maintains liaison with the host Government and other Governments and intergovernmental organizations and NGOs in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of UNODC. The Office of the Executive Director is integrated with that of the Director-General and is supported by UNODC resources. The functions of the Office of the Director-General, as outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna ([ST/SGB/2004/5](#)), are to:
- (a) Provide assistance to the Director-General in the executive direction and management of the United Nations Office at Vienna and in the coordination of the activities of its units;
 - (b) Cooperate with the host Government and provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with NGOs in consultative status with the Economic and Social Council;
 - (c) Represent the United Nations Legal Counsel in Vienna and provide assistance to the Director-General on all legal matters and legal services for entities of the Secretariat in Vienna;
 - (d) Arrange for representation of the United Nations at meetings and conferences held in Vienna;
 - (e) Coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;
 - (f) Maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.
- 1.94 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.56 to 1.58.

Table 1.56

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	1 253.5	1 124.6	—	—	—	—	—	1 124.6
Other staff costs	5.4	5.9	—	—	—	—	—	5.9
Hospitality	1.5	1.3	—	—	—	—	—	1.3
Travel of staff	10.8	12.8	—	—	(0.8)	(0.8)	(6.3)	12.0
Contractual services	14.7	15.7	—	—	0.8	0.8	5.1	16.5
General operating expenses	6.1	0.7	—	—	—	—	—	0.7
Supplies and materials	1.1	2.4	—	—	—	—	—	2.4
Furniture and equipment	0.4	5.3	—	—	—	—	—	5.3
Total	1 293.5	1 168.7	—	—	—	—	—	1 168.7

Section 1 Overall policymaking, direction and coordination

Table 1.57

Proposed posts and post changes for 2024

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2023	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)
Proposed for 2024	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)

Table 1.58

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
P-5	1	—	—	—	—	1
P-4	2	—	—	—	—	2
P-3	1	—	—	—	—	1
Subtotal	4	—	—	—	—	4
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	4	—	—	—	—	4
Subtotal	5	—	—	—	—	5
Total	9	—	—	—	—	9

1.95 Additional details on the distribution of the proposed resources for 2024 are reflected in table 1.59 and figure 1.IX.

1.96 As reflected in table 1.59, the overall resources proposed for 2024 amount to \$1,168,700 before recosting and reflect no change compared with the appropriation for 2023.

Table 1.59

Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 253.5	1 124.6	—	—	—	—	—	1 124.6
Non-post	40.0	44.1	—	—	—	—	—	44.1
Total	1 293.5	1 168.7	—	—	—	—	—	1 168.7

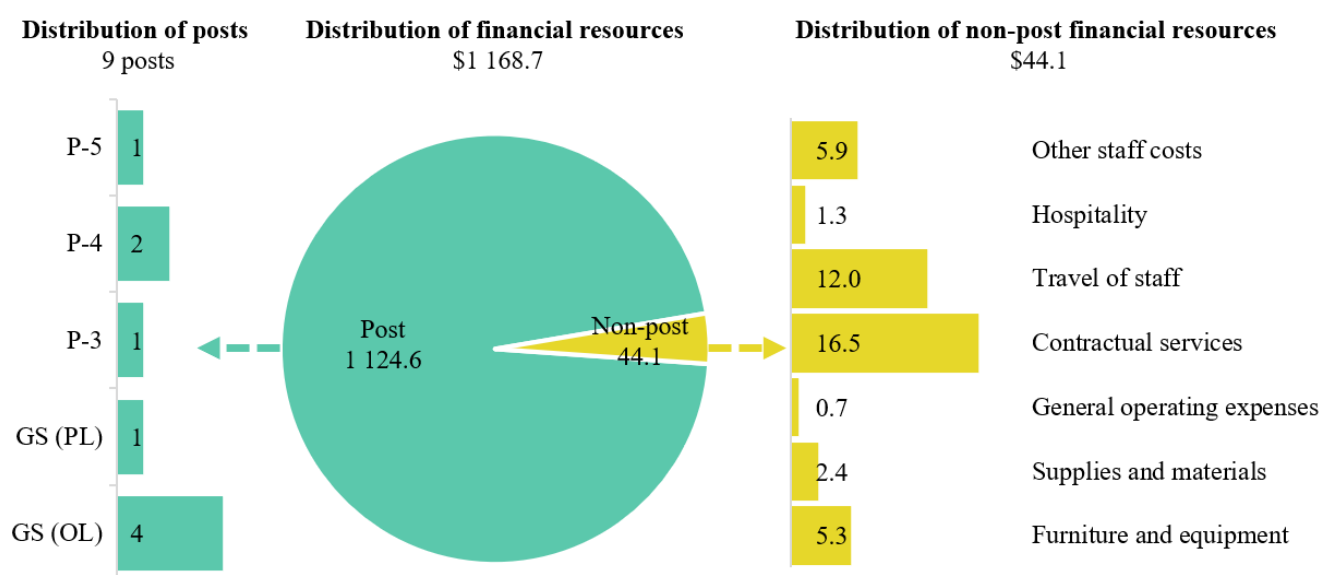
Part I Overall policymaking, direction and coordination

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		5	—	—	—	—	—	5
Total		9	—	—	—	—	—	9

Figure 1.IX

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



1.97 Information on the advance booking for air travel is reflected in table 1.60. The lower rate of compliance during 2022 was due mainly to the continued impact of the COVID-19 pandemic in the earlier part of the year. The Office of the Director-General will continue its efforts to improve travel planning to ensure compliance with the advance booking of air travel policy.

Table 1.60

Compliance rate

(Percentage)

	Actual 2020 ^a	Actual 2021	Actual 2022	Planned 2023	Planned 2024
Air tickets purchased at least 2 weeks before the commencement of travel	–	100	64	100	100

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

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

Foreword

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

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

In 2024, the Director-General will continue to represent the Secretary-General on all representation matters and will liaise with permanent missions accredited to the United Nations in Nairobi. The Director-General will also continue to act as the main interlocutor with the host Government on all matters relating to the functioning of the offices of the United Nations and its separately administered organs and programmes in Kenya and as the designated official responsible for the safety and security of all United Nations staff in Kenya, their dependants and the assets of the Organization. The Office of the Director-General will continue, in 2024, to support the Director-General in all her functions, including her efforts to further raise the profile of the United Nations Office at Nairobi and upgrade its infrastructure and facilities, in the light of the duty station's increasing importance as a global and dynamic United Nations hub, including transiting administrative support functions for other United Nations entities to the United Nations Office at Nairobi.

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

The United Nations Office at Nairobi provides quality administrative and support services to a wide range of United Nations programmes and intergovernmental processes and is undertaking critical activities in support of the United Nations Environment Programme, the United Nations Human Settlements Programme (UN-Habitat) and the resident coordinator offices globally. Throughout 2024, the Office will continue to strive to serve its clients, providing exceptional services in support of the delivery of their critical mandates and the advancement of the Sustainable Development Goals.

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

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.98 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi ([ST/SGB/2009/3](#)). The Director-General is responsible for all activities of the Office, serves as the representative of the Secretary-General and performs representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi. The responsibilities also include the executive direction and management of the United Nations Office at Nairobi, including the programmes of administration and conference services, other support and common services and the United Nations Information Centre in Nairobi. The functions of the Office of the Director-General are to:
- (a) Provide assistance to the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;
 - (b) Cooperate with the host Government and provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;
 - (c) Provide legal advisory services for the United Nations Office at Nairobi, UNEP and UN-Habitat;
 - (d) Maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.
- 1.99 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.61 to 1.63.

Table 1.61

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Posts	1 096.5	893.3	—	—	122.1	122.1	13.7	1 015.4
Other staff costs	4.8	9.0	—	—	—	—	—	9.0
Hospitality	—	1.2	—	—	—	—	—	1.2
Travel of staff	17.5	19.3	—	—	—	—	—	19.3
Contractual services	25.9	24.6	—	—	—	—	—	24.6
General operating expenses	16.1	21.6	—	—	—	—	—	21.6
Supplies and materials	0.6	1.4	—	—	—	—	—	1.4
Furniture and equipment	5.3	7.7	—	—	—	—	—	7.7
Total	1 166.7	978.1	—	—	122.1	122.1	12.5	1 100.2

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Table 1.62

Proposed posts and post changes for 2024

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2023	7	1 USG, 1 D-1, 2 P-4, 3 LL
Establishment	1	Establishment of 1 P-5
Proposed for 2024	8	1 USG, 1 D-1, 1 P-5, 2 P-4, 3 LL

Table 1.63

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	—	—	—	1	1	1
P-4	2	—	—	—	—	2
Subtotal	4	—	—	1	1	5
General service and related						
LL	3	—	—	—	—	3
Subtotal	3	—	—	—	—	3
Total	7	—	—	1	1	8

1.100 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.64 to 1.66 and figure 1.X.

1.101 As reflected in tables 1.64 (1) and 1.65 (1), the overall resources proposed for 2024 amount to \$1,100,200 before recosting and reflect an increase of \$122,100 (or 12.5 per cent) compared with the appropriation for 2023. Resource changes result from other changes.

Table 1.64

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

<i>Component</i>	<i>2022 expenditure</i>	<i>2023 appropriation</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2024 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Executive direction and management	1 166.7	978.1	—	—	122.1		122.1	12.5	1 100.2
Subtotal, 1	1 166.7	978.1	—	—	122.1		122.1	12.5	1 100.2

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(2) *Extrabudgetary*

<i>Component</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2024 estimate</i>
Executive direction and management	189.4	282.9	–	–	282.9
Subtotal, 2	189.4	282.9	–	–	282.9
Total	1 356.1	1 261.0	122.1	9.7	1 383.1

Table 1.65

Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2023 approved</i>	<i>Changes</i>				<i>2024 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Executive direction and management	7	–	–	1	–	8
Subtotal, 1	7	–	–	1	–	8

(2) *Extrabudgetary*

<i>Component</i>	<i>2023 estimate</i>	<i>Change</i>	<i>2024 estimate</i>
Executive direction and management	1	–	1
Subtotal, 2	1	1	1
Total	8	1	9

Table 1.66

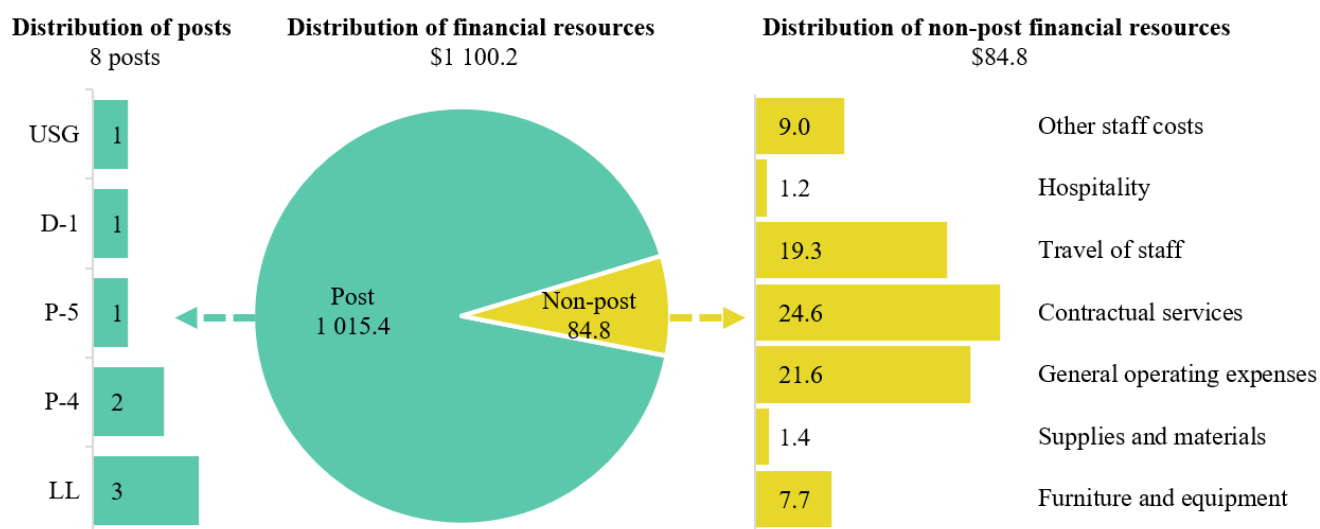
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 096.5	893.3	—	—	122.1	122.1	13.7	1 015.4
Non-post	70.2	84.8	—	—	—	—	—	84.8
Total	1 166.7	978.1	—	—	122.1	122.1	12.5	1 100.2
Post resources by category								
Professional and higher		4	—	—	1	—	—	5
General Service and related		3	—	—	—	—	—	3
Total		7	—	—	1	—	—	8

Figure 1.X
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.102 As reflected in tables 1.64 (1) and 1.65 (1), resource changes reflect an increase of \$122,100 under posts owing to the proposed establishment of one post of Senior Political Affairs Officer (P-5) (see annex III).

Extrabudgetary resources

- 1.103 As reflected in tables 1.64 (2) and 1.65 (2), extrabudgetary resources amount to \$282,900. The resources would complement regular budget resources to support the delivery of the Office of the Director-General's mandates.
- 1.104 The extrabudgetary resources under the present section are subject to the oversight of the Office of the Director-General, which has delegated authority from the Secretary-General.
- 1.105 Information on the advance booking for air travel is reflected in table 1.67. The Office of the Director-General continues to work closely with the Travel, Shipping and Visa Unit to reserve tickets in advance, on the basis of the preliminary itinerary, in order to secure the tickets, before the formal actions are recorded in Umoja. The Office will endeavour to increase efforts to achieve 100 per cent compliance with the advance booking of air travel policy.

Table 1.67
Compliance rate

(Percentage)

	Actual 2020	Actual 2021	Actual 2022	Planned 2023	Planned 2024
Air tickets purchased at least 2 weeks before the commencement of travel	29	40	50	100	100

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

Foreword

Over the course of 2024, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, together with partners in the field, will redouble its efforts to promote the signing of action plans and commitments with parties to conflict to combat and prevent grave violations against children, engage with affected Member States to put in place legislation to criminalize the six grave violations, and build capacity for the implementation of protection and prevention plans. Partnerships with regional and subregional bodies to develop prevention strategies will be reinforced. The Practical Guidance for Mediators to Protect Children in Situations of Armed Conflict will ensure the systematic inclusion of protection language in peace processes. Building the capacity of United Nations field partners and the development of guidelines for improved monitoring, reporting and engagement will be a priority. The Office will also continue to lead research initiatives to address areas of concern of the children and armed conflict mandate, as identified in the study on its evolution during the 1996-2021 period. Efforts led by the Office and the United Nations Children's Fund to collect best practices on reintegration of released children will continue to generate support for reintegration.

The Office will continue to advocate the full implementation of the Convention on the Rights of the Child and its Optional Protocols, and to call for all Member States to uphold their legal obligation to recognize all persons under 18 years of age as children. The Office will also continue to advocate the endorsement of political commitments such as the Paris Principles, the Vancouver Principles and the Safe Schools Declaration and strive to create platforms where the voices of children can be heard, in order to ensure their meaningful participation in decision-making processes.

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

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

- 1.106 The Special Representative of the Secretary-General for Children and Armed Conflict is responsible for the protection of children affected by armed conflict and for advocating to prevent the six grave violations against children identified by the Security Council from occurring in the first place. These six grave violations are the denial of humanitarian access for children (resolution [1261 \(1999\)](#)); the recruitment and use of children (resolution [1379 \(2001\)](#)); the killing and maiming of children (resolution [1882 \(2009\)](#)); rape and other forms of sexual violence against children (*ibid.*); attacks on schools and hospitals (resolution [1998 \(2011\)](#)); and the abduction of children (resolution [2225 \(2015\)](#)). The Office works primarily in those situations of armed conflict or of concern identified in the annual report of the Secretary-General on children and armed conflict. The Office of the Special Representative covers 24 situations in 5 geographic regions and promotes enhanced monitoring and reporting at the subregional level in the Lake Chad basin and central Sahel regions, in accordance with the report of the Secretary-General on children and armed conflict in 2022 ([A/76/871-S/2022/493](#)).
- 1.107 The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [51/77](#) and [58/245](#). The key elements of the mandate of the Special Representative are to: (a) provide political leadership and high-level advocacy for the improved protection of children affected by armed conflict; (b) lead the collection of information and reporting on the plight of these children; (c) advocate, build awareness of and give prominence to ending and preventing grave violations; (d) work with United Nations partners, Member States, civil society and pertinent intergovernmental bodies to propose ideas, undertake research and facilitate discussions on the best approaches to enhance the protection response for children in situations of armed conflict, including through improved accountability processes; (e) undertake diplomatic engagement with parties to armed conflict and affected Member States in order to secure commitments to end and prevent violations against children; and (f) facilitate the work of operational child protection actors on the ground through the development and promotion of best practices, such as ensuring that child protection issues are included in peace processes, appropriate release procedures are in place, reintegration programmes are strengthened to avoid re-recruitment opportunities, child protection expertise and capacity are reinforced, and regional and national prevention plans and policies against the six grave violations are promoted.
- 1.108 By its resolution [76/147](#), the General Assembly extended the mandate of the Special Representative for an additional period of four years, until 2025.

Programme of work

Objective

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

Strategy and external factors for 2024

- 1.110 To contribute to the objective, the Office will strengthen mechanisms for the protection of children used and abused in, for and by armed conflict, prevent these violations from occurring in the first place and improve measures to better protect conflict-affected children. Specifically, the Office will:
- (a) Monitor and report on violations against children in situations of armed conflict through the reinforcement of existing child protection capacities on the ground and facilitate information exchanges to identify and mitigate trends in the use and abuse of children in, for and by armed conflict;
 - (b) Enhance its diplomatic engagement, including through direct dialogue and/or country visits by the Special Representative, with parties to armed conflict to promote ending and preventing the use and abuse of children, and continue to advocate the protection of children affected by conflict and the prevention of grave violations against them through analysis, public outreach and targeted reintegration support, as well as the development of groups of friends of the mandate in affected States and regions;
 - (c) Develop community, national, subregional and regional prevention plans, as well as other preventive measures, guided by Security Council resolutions [2427 \(2018\)](#) and [2601 \(2021\)](#), while promoting the adoption of international norms and standards for the protection of children by Member States;
 - (d) Analyse the best practices emerging from ongoing activities to stop grave violations committed against children and promote the continued roll-out of specific public awareness campaigns in all countries and regions where there is active armed conflict and, whenever possible, in all official languages of the United Nations;
 - (e) Develop curricula with partners, conduct training for defence and security personnel and assist in capacity-building for governing structures, academics and civil society;
 - (f) Undertake research into the six grave violations, provide guidelines to assist in their monitoring, promote the comprehensive discussion of reintegration needs through the Global Coalition for Reintegration of Child Soldiers and promote the inclusion of child protection issues in peace processes and the use of the related Practical Guidance for Mediators to Protect Children in Situation of Armed Conflict to that end;
 - (g) Organize and participate in seminars, workshops, conferences and other relevant meetings to raise awareness of child protection and prevention best practices and proposed best international standards on the protection and release of children who are victims of the six grave violations;
 - (h) Enhance data analysis and information management capacity to better capture the differentiated protection needs of children, including on the basis of age, gender and disability, and whether they are on the move, internally displaced, refugees or victims of cross-border trafficking, and the factors that can exacerbate their vulnerability, such as climate change, poverty and inequality, the proliferation of and illicit trafficking in arms, the impact of landmines, explosive remnants of war and improvised explosive devices, and the impact of new technologies.
- 1.111 The planned deliverables and activities are expected to help Member States to make progress towards the achievement of the Sustainable Development Goals, including Goals 3, 4, 5 and 8, in particular target 8.7 on the eradication of child labour, including the recruitment and use of child soldiers, and Goal 16, in particular target 16.2 on ending abuse, exploitation, trafficking and all forms of violence against and torture of children.
- 1.112 The above-mentioned work is expected to result in:
- (a) A decrease in the number of violations committed against children in armed conflict and an increase in the number of children released by armed forces and groups and reintegrated, including through repatriation and removal from situations of armed conflict, in line with the

- commitments agreed to in action plans, handover and release protocols, other commitments and mutually agreed practices;
- (b) Stronger national and regional protection and prevention systems and accountability mechanisms through justice, remediation and reparation processes, involving Member States, to address gaps in knowledge, common standards and procedures for dealing with children under threat;
 - (c) The strengthening of efforts to protect children, including those threatened by intercommunal violence and the emergence of new parties to armed conflict, and specific groups of children at risk;
 - (d) An increased mitigation capacity of Governments to prevent violations and ensure equal access to and the continuation of education in conflict;
 - (e) An international political consensus that tailored, systematic and sustainable reintegration support should be provided to all released children, including those repatriated or removed from armed conflict zones, and that child protection issues should be included in all peace processes, in order to break the cycle of violence;
 - (f) Enhanced capacity of Member States and United Nations country task forces for monitoring and reporting, and their equivalents in countries where there is no monitoring and reporting mechanism in place, to support children and vulnerable communities on the ground;
 - (g) Increased participation of children in decision-making processes related to issues that have an impact on them, including their protection and reintegration needs, in accordance with the Convention on the Rights of the Child.
- 1.113 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) The political environment would continue to be supportive for the improved measures put in place to end and prevent violations committed against children in situations of armed conflict in all situations of the children and armed conflict agenda;
 - (b) The dynamics of contemporary armed conflict in which children are normally victimized allow for access to monitor and assist in the implementation of these measures;
 - (c) Negotiators and mediators in peace processes and national dialogues ensure the inclusion of provisions to protect children in situations of armed conflict and to place children at the heart of the peace processes.
- 1.114 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to garner support for the protection of children in armed conflict, including through engagement with Member States and groups of friends on children and armed conflict, to keep the plight of conflict-affected children high on the global political agenda and to advocate the ratification and implementation of the Convention on the Rights of the Child and its Optional Protocol on the involvement of children in armed conflict, and the endorsement of political commitments; the reinforcement of partnerships with regional and subregional actors for the adoption of measures to prevent grave violations before they occur, including with the African Union, the European Union, the League of Arab States, the Economic Community of West African States and the Economic Community of Central African States; and the engagement with mediation actors to encourage the inclusion of child protection issues in mediation and peace processes. In addition, the Office will also continue to work closely with civil society organizations, communities, academia and research institutes to build expertise and raise awareness of the protection of children in armed conflict.
- 1.115 With regard to inter-agency coordination and liaison, the Office will continue to support country task forces in monitoring and reporting on grave violations against children and in engaging with parties to conflict to advocate the adoption of measures to end and prevent these violations, including through advocacy and capacity-building initiatives; the development of guidelines within the Monitoring and Reporting Mechanism Technical Reference Group, an inter-agency group bringing

together the Office, UNICEF, the Department of Peace Operations and the Department of Political and Peacebuilding Affairs to provide guidance to United Nations partners implementing the mandate in the field; and the exchange of information within the Task Force on Children and Armed Conflict at United Nations Headquarters. In addition, the Office will continue to strengthen its cooperation with the Offices of the Special Representative of the Secretary-General on Violence against Children and the Special Representative of the Secretary-General on Sexual Violence in Conflict, through information exchange, common messaging and joint events and initiatives.

- 1.116 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In 2024, the Office will continue to mainstream a gender perspective into the Monitoring and Reporting Mechanism to strengthen its gender-sensitive analyses of grave violations against children in armed conflict, including through enhanced data analysis and support for the capacity-building activities of its field partners. In this respect, the Office will continue the roll-out of dedicated gender analysis training for country task forces, developed in collaboration with UNICEF in 2023. In addition, the Special Representative will continue advocacy for the protection of girls' education from attacks, including within the framework of the endorsement and implementation of the Safe Schools Declaration. Furthermore, the Office will ensure that the platforms that it creates, alongside partners, for the voice of children to be heard in relevant forums will allow for the differentiated experience between girls and boys to be highlighted.
- 1.117 In line with the United Nations Disability Inclusion Strategy, the Office will continue to strengthen its efforts to address the specific protection needs of children with disabilities. Children with disabilities are disproportionately affected by armed conflict. Furthermore, injuries and other severely distressing experiences sustained by many children during armed conflict, including as a result of grave violations, can lead to long-term consequences and different forms of mental and physical disabilities, posing additional challenges to children's recovery and reintegration. In this context, the Office will publish a study in 2023 on the impact of the six grave violations on children with disabilities in armed conflict in order to better understand the impact of armed conflict on children with disabilities, taking into account their specific needs, and inform prevention measures, protection responses and reintegration services. In 2024, the Office will build on this study to disseminate its conclusions and advocate with its partners the implementation of its recommendations, including the identification of children with disabilities, the collection and verification of data on grave violations committed against children with disabilities, and the development of more inclusive prevention, response and reintegration measures. The Office will also continue its advocacy efforts to raise awareness of the plight of children with disabilities in armed conflict and the implementation of its disability inclusion strategy.

Impact of the pandemic and lessons learned

- 1.118 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular localized, yet sudden, spikes in the pandemic, which made engagement with parties to conflict on the ground more difficult. Some activities, such as events and meetings, had to be held virtually, including a virtual side event organized by the Office and the Committee on the Rights of the Child on the margins of the forty-sixth session of the Human Rights Council.
- 1.119 In addition, in order to support Member States on issues related to the COVID-19 pandemic, within the overall scope of the objectives, the Office provided data and policy guidance to inform field responses, including through the publication in 2022 of a follow-up study on the mid- and long-term impact of the pandemic on grave violations against children in situations of armed conflict.
- 1.120 The Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including the provision of capacity-building initiatives undertaken remotely with United Nations partners on the ground and other actors, including Member States' government representatives and parties to conflict; remote engagement with parties to conflict to keep all action plans on track and to advocate the development and signing of new actions plans to end and/or prevent violations; and virtual participation in events

and meetings. The Office will continue to adopt virtual and remote modalities as an alternative to travel, whenever possible and as appropriate.

Evaluation activities

- 1.121 The thematic evaluation of United Nations Secretariat support for the Sustainable Development Goals, completed in 2022, has guided the proposed programme plan for 2024.
- 1.122 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2024. For example, on the basis of the conclusions of the evaluation highlighting Member States' needs in capacity-building support and similar feedback received by the Office from partners in the field, an emphasis has been placed on the development and provision of capacity-building initiatives in the proposed programme budget for 2024.
- 1.123 The following evaluations are planned for 2024:
- (a) Office of Internal Oversight Services (OIOS) biennial report on strengthening the role of evaluation and application of evaluation findings on programme design, delivery and policy directives (evaluation period 2022–2023);
 - (b) OIOS thematic evaluation of children and armed conflict in peacekeeping operations.

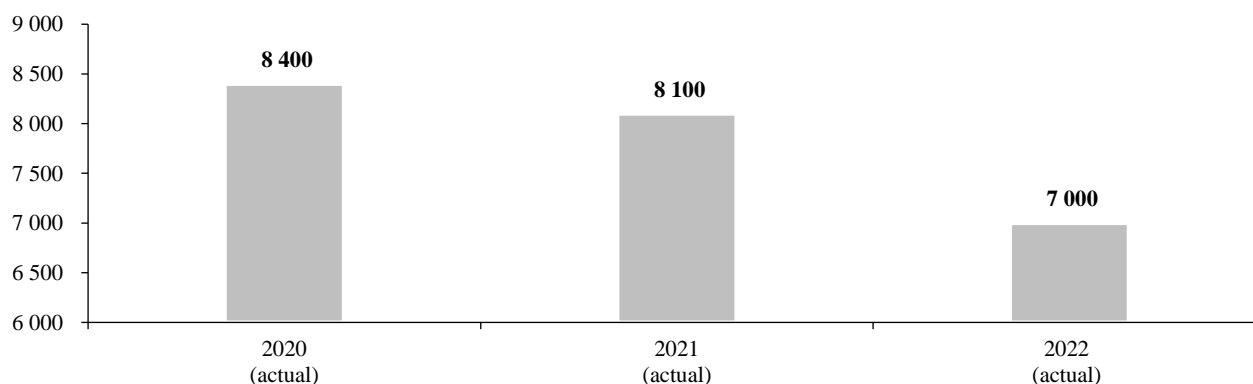
Programme performance in 2022

Sustained decrease in the number of verified cases of denial of humanitarian access to children

- 1.124 The number of verified cases of denial of humanitarian access to children, one of the six grave violations against children in armed conflict identified by the Security Council, continued to decline in 2022, notwithstanding deteriorating political, security and climate environments in several situations on the children and armed conflict agenda and the inclusion of three additional situations of concern monitored and reported on in 2022 compared with 2020 and 2021. This reflects the critical role that the children and armed conflict mandate has played in contributing to the protection of children from grave violations and the prevention of these violations before they occur. The sustained engagement of the Office with parties to conflict and advocacy at the international, regional and national levels led to the signature and implementation by armed forces and armed groups of action plans, prevention plans and other commitments to end and prevent the denial of humanitarian access to children, and therefore contributed to allowing the delivery of life-saving assistance to children and mitigating the impact of armed conflict on them.
- 1.125 Progress towards the objective is presented in the performance measure below (see figure 1.XI).

Figure 1.XI

Performance measure: number of verified cases of denial of humanitarian access to children (annual)



Planned results for 2024

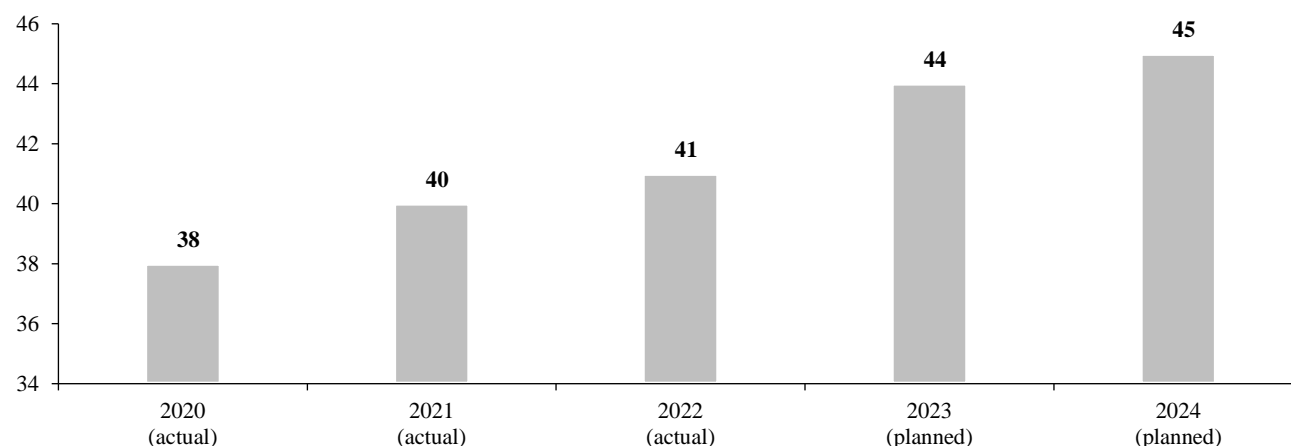
Result 1: increase in the signature of new action plans and other commitments between the United Nations and parties to armed conflict to end and prevent violations against children, including new comprehensive action plans covering all six grave violations

Programme performance in 2022 and target for 2024

- 1.126 The work of the Office contributed to 41 joint action plans and other commitments, including comprehensive action plans, covering all 6 grave violations, which was 1 fewer than the planned target of 42. The target was not met owing to a deterioration in political and security situations in 2022, including the multiplication and intensification of armed conflict and the lasting impact of the COVID-19 pandemic. Safety concerns hampered access for child protection actors and curtailed engagement with parties to conflict. This environment had limited opportunities for the signature of new action plans and other commitments in 2022.
- 1.127 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 1.XII).

Figure 1.XII

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



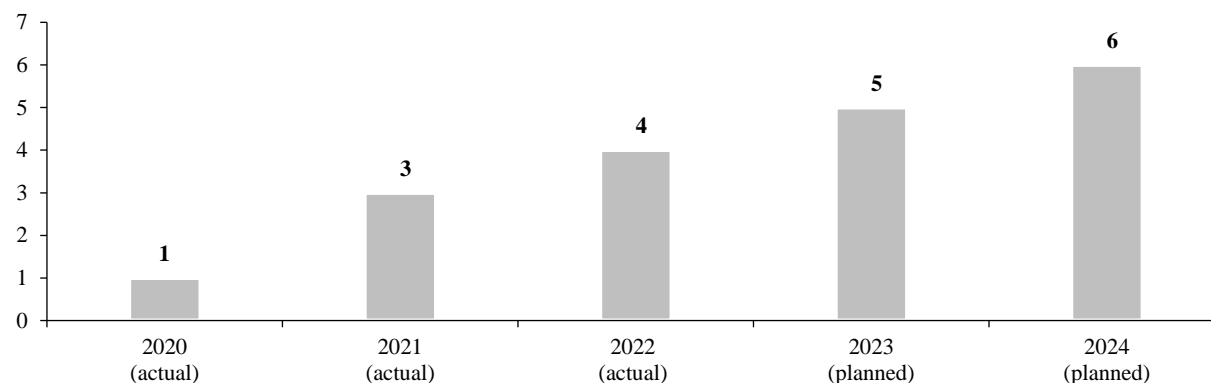
Result 2: increase in the signature of prevention plans, including national, regional and subregional prevention plans, and other measures to prevent grave violations against children and ensure equal access to and the continuation of education in conflict

Programme performance in 2022 and target for 2024

- 1.128 The programme's work contributed to four prevention plans and other preventive measures to prevent grave violations against children in conflict and/or ensure equal access to and the continuation of education in conflict, which met the planned target.
- 1.129 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 1.XIII).

Figure 1.XIII

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



Result 3: more children released from armed forces and armed groups

Proposed programme plan for 2024

- 1.130 The recruitment and use of children in conflict is one of the six grave violations committed against children in armed conflict that the Office monitors and reports on while engaging with parties to conflict to end and prevent this grave violation and obtain the release of children through a handover process leading to reintegration opportunities. Given the prevalence of this violation and its devastating impact on the well-being and development of children, most action plans, prevention plans and other commitments signed by parties to conflict with the United Nations include the release of children from their ranks, the adoption of handover protocols for their swift and safe transfer to child protection services and the adoption of measures to prevent the recruitment and use of children in the future. Mediation efforts, peace processes and disarmament, demobilization and reintegration processes also provide an opportunity for the inclusion of commitments for the release of children by parties to conflict and their handover to reintegration services. In this context, the Office regularly advocates through direct engagement with parties to conflict to adopt action plans and other commitments to end and prevent the recruitment and use of children, including their release and handover, identifies obstacles to monitoring, verification and reporting, and supports United Nations partners on the ground in strengthening engagement with parties to conflict. The Office also developed the Practical Guidance for Mediators to Protect Children in Situation of Armed Conflict to provide tools to mediators so that they could more systematically include child protection issues in their negotiation efforts with parties to conflict in the context of mediation, peace processes or ceasefires. Lastly, the Office established with UNICEF the Global Coalition for Reintegration of Child Soldiers, which conducts research and provides evidence to advocate the delivery of sustainable and adapted reintegration services for children formerly associated with armed forces and armed groups.

Lessons learned and planned change

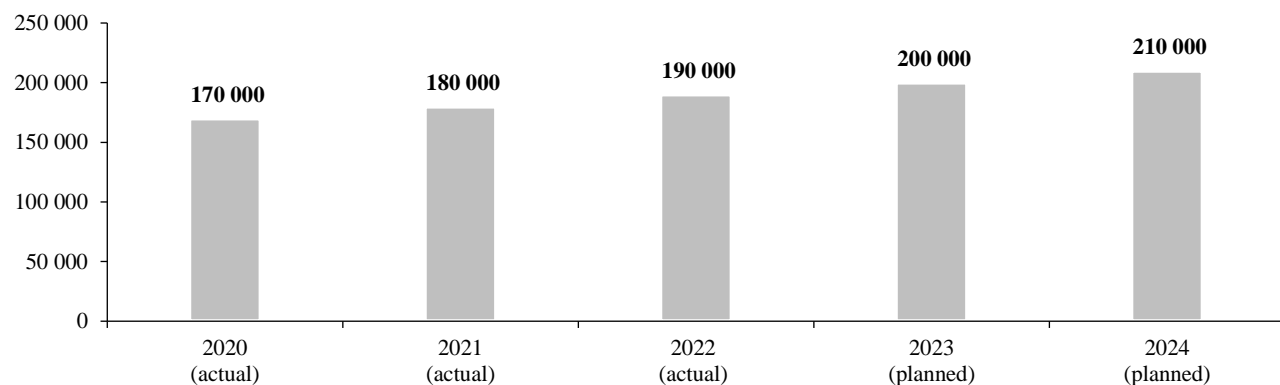
- 1.131 The lesson for the Office, based on years of experience of its partners delivering reintegration programming and the Office's research in the framework of the Global Coalition for Reintegration of Child Soldiers, was that the release of children, their handover to child protection services and the delivery of sustainable and adequate reintegration programmes that are sensitive to children's differentiated needs play a decisive role as a peacebuilding tool to prevent a relapse into conflict and lay the groundwork for post-conflict reconstruction, ultimately leading to lasting peace and sustainable development. In applying the lesson, the Office will enhance its efforts to engage directly with parties to conflict and/or support – including through capacity-building and advocacy for a

strengthened child protection presence – the United Nations on the ground to strengthen their engagement with those parties to secure the release and handover of children. The Office will provide training sessions, workshops and other capacity-building initiatives to parties to conflict for the adoption of standard procedures for the release and handover of children and measures to prevent the future recruitment and use of children, and roll out and operationalize its Practical Guidance for Mediators to Protect Children in Situations of Armed Conflict for its use by mediation actors, including through increased cooperation with regional and subregional organizations. Conducting research and collecting lessons learned and best practices will be used to help to secure sustainable funding for reintegration services and inform reintegration programming that is adapted to children’s age, gender and abilities.

- 1.132 Expected progress towards the objective is presented in the performance measure below (see figure 1.XIV).

Figure 1.XIV

Performance measure: number of released children from armed forces and armed groups since 2000 (cumulative)



Legislative mandates

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

General Assembly resolutions

51/77	The rights of the child	76/147	Rights of the child
58/245	Office of the Special Representative of the Secretary-General for Children and Armed Conflict		

Security Council resolutions

1261 (1999)	1998 (2011)
1314 (2000)	2068 (2012)
1379 (2001)	2143 (2014)
1460 (2003)	2225 (2015)
1539 (2004)	2427 (2018)
1612 (2005)	2467 (2019)
1882 (2009)	2601 (2021)

Deliverables

1.134 Table 1.68 lists all deliverables of the programme.

Table 1.68

Office of the Special Representative of the Secretary-General for Children and Armed Conflict: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	14	14	14	15
1. Annual report to the General Assembly	1	1	1	1
2. Annual report to the Security Council	1	1	1	1
3. Annual report to the Human Rights Council	1	1	1	1
4. Global horizontal notes to the Security Council Working Group on Children and Armed Conflict	4	4	4	4
5. Reports to the Security Council Working Group on Children and Armed Conflict in specific situations	7	7	7	8
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
Meetings of:				
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
7. The Fifth Committee	1	1	1	1
8. The General Assembly	1	1	1	1
9. The Security Council	1	1	1	1
10. The Human Rights Council	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	10	12
11. Training for child protection actors and country task forces on monitoring and reporting mechanisms	10	10	10	12
Publications (number of publications)	2	2	2	2
12. Studies, reports and other publications related to children and armed conflict	2	2	2	2
Technical materials (number of materials)	1	1	1	1
13. Technical guidelines on the six grave violations against children	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	6	7	8	9
14. Field missions to situations on the children and armed conflict agenda	6	7	8	9
C. Substantive deliverables				
Consultation, advice and advocacy: briefings and consultations with Security Council Member States (15 Member States) and some 20 other Member States; briefings and consultations with some 4 regional and subregional organizations that play a role in the prevention of grave violations against children; expert advice on policy matters to national government and regional officials dealing with child protection issues; and advocacy field missions in 7 locations.				
D. Communication deliverables				
Outreach programmes, special events and information materials: keynote speaker or presenter at an annual average of 60 high-level events, NGO and civil society events, retreats, symposiums, round tables and forums on issues relating to children and armed conflict; and multimedia communications materials, including informational brochures, targeting national government and regional officials, as well as the general public, at the global, regional and national levels.				
External and media relations: press releases and press conferences; interviews; recorded statements.				
Digital platforms and multimedia content: content for websites and social media accounts.				

B. Proposed post and non-post resource requirements for 2024

Overview

1.135 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.69 to 1.71.

Table 1.69

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	1 930.8	2 314.9	–	–	270.5		270.5	11.7	2 585.4
Other staff costs	283.9	271.5	–	–	–		–	–	271.5
Hospitality	–	0.9	–	–	–		–	–	0.9
Travel of staff	74.5	118.2	–	–	–		–	–	118.2
Contractual services	61.8	23.2	–	–	–		–	–	23.2
General operating expenses	9.4	16.7	–	–	–		–	–	16.7
Supplies and materials	0.5	1.8	–	–	–		–	–	1.8
Furniture and equipment	2.6	6.6	–	–	–		–	–	6.6
Total	2 363.5	2 753.8	–	–	270.5		270.5	9.8	3 024.3

Table 1.70

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	11	1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)
Conversion	1	Conversion of 1 P-5
Reassignment	–	Reassignment of 1 P-4
Proposed for 2024	12	1 USG, 3 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)

Table 1.71

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–		–	1
P-5	2	–	–	1		1	3
P-4	2	–	–	–		–	2
P-3	3	–	–	–		–	3
Subtotal	8	–	–	1		1	9

Part I Overall policymaking, direction and coordination

Category and grade	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	2	–	–	–	–	2
Subtotal	3	–	–	–	–	3
Total	11	–	–	1	1	12

1.136 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.72 to 1.74 and figure 1.XV.

1.137 As reflected in tables 1.72 (1) and 1.73 (1), the overall resources proposed for 2024 amount to \$3,024,300 before recosting and reflect an increase of \$270,500 (or 9.8 per cent) compared with the appropriation for 2023. Resource changes result from other changes.

Table 1.72

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage
Programme of work	2 363.5	2 753.8	–	–	270.5	270.5	9.8
Subtotal, 1	2 363.5	2 753.8	–	–	270.5	270.5	9.8

(2) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	1 931.3	2 363.1	(181.8)	(7.7)	2 181.3
Subtotal, 2	1 931.3	2 363.1	(181.8)	(7.7)	2 181.3
Total	4 294.8	5 116.9	88.7	1.7	5 205.6

Table 1.73

Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	11	–	–	1	1	12
Subtotal, 1	11	–	–	1	1	12

(2) Extrabudgetary

Component	2023 estimate	Change	2024 estimate
Programme of work	4	–	4
Subtotal, 2	4	–	4
Total	15	1	16

Table 1.74

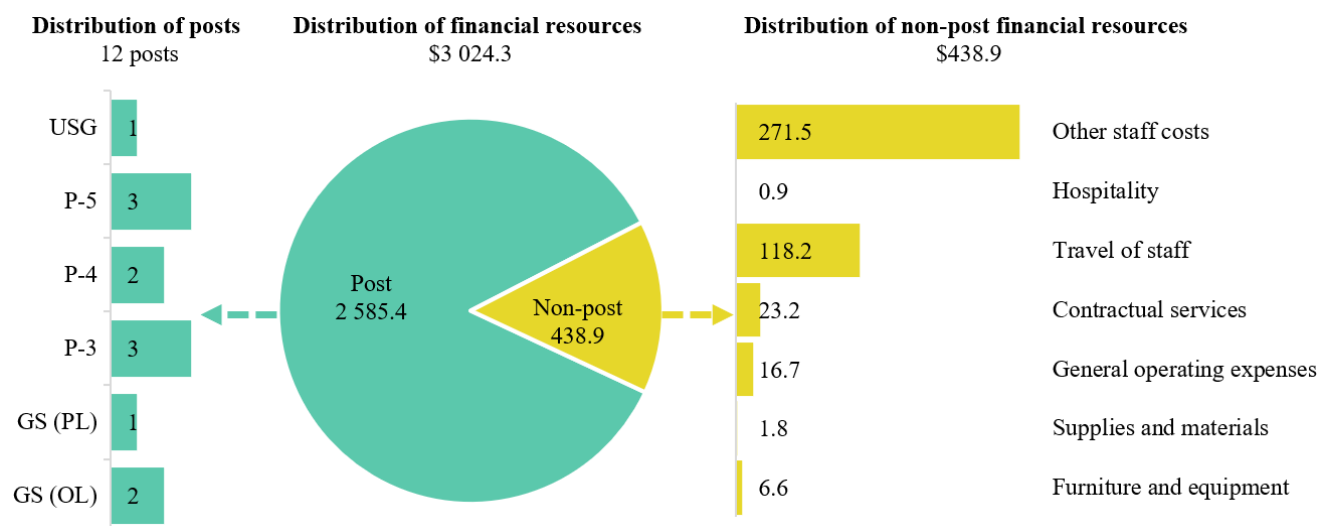
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 930.8	2 314.9	—	—	270.5	270.5	11.7	2 585.4
Non-post	432.7	438.9	—	—	—	—	—	438.9
Total	2 363.5	2 753.8	—	—	270.5	270.5	9.8	3 024.3
Post resources by category								
Professional and higher		8	—	—	1	1	12.5	9
General Service and related		3	—	—	—	—	—	3
Total		11	—	—	1	1	9.1	12

Figure 1.XV
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.138 As reflected in tables 1.72 (1) and 1.73 (1), resource changes reflect an increase of \$270,500 owing to the proposed conversion of one post of Political Affairs Officer (P-5) that was previously funded from extrabudgetary resources and the reassignment of one post of Programme Management Officer (P-4) as a Political Affairs Officer (P-4) (see annex III).

Extrabudgetary resources

- 1.139 As reflected in tables 1.72 (2) and 1.73 (2), extrabudgetary resources amount to \$2,181,300. The resources would complement regular budget resources and would support the delivery of its mandates, including enhancing the capacity and expertise of the Office; support the country task forces in monitoring and reporting in the field to develop action plans, strengthen public outreach and launch advocacy campaigns; and enhance analysis, assessment and responses to new and emerging trends in violations against children in armed conflict. The estimated decrease of \$181,800 reflects mainly the discontinuation of donor funding.
- 1.140 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.141 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.75. While the Office makes every effort to follow the advance booking of air travel policy, it is not always possible to comply owing to unforeseen circumstances, such as receiving invitations to high-level events hosted by Member States or regional organizations less than three weeks before the event. In addition, owing to the nature of the mandate, political opportunities and openings arise unexpectedly that require staff to travel at short notice in order to seize such opportunities and advance the implementation of the mandate. The Office will continue to strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

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

Table 1.75
Compliance rate
(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	42	55	50	100	100

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

Foreword

Conflict-related sexual violence continues to be used as a tactic of war and terror to destroy lives and disrupt the fabric of families, communities and entire populations. It is this destruction of the individual and community that makes sexual violence so cheap and effective in situations affected by armed conflict. Since 2008, significant progress has been made in enhancing global recognition of conflict-related sexual violence as a self-standing threat to collective security and an impediment to the restoration of peace. This shift in paradigm and perspective is reflected in a series of robust resolutions, from Security Council resolution [1820 \(2008\)](#) to [2467 \(2019\)](#), which require conflict-related sexual violence to be treated as a security issue that demands an operational security, justice and service-delivery response.

Over the course of 2024, the Office will continue to engage with parties to the conflict for the adoption of time-bound commitments to address conflict-related sexual violence and will ensure a coherent and coordinated response through the integrated architecture conceptualized by the Security Council in its resolution [1888 \(2009\)](#). The Office will continue to enhance its efforts on justice and accountability for sexual violence crimes, in the implementation of structural and operational prevention measures to conflict-related sexual violence, and in advancing the engagement with the Council, including United Nations sanctions regimes.

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

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2024

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

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

- (d) Strive to expand the circle of stakeholders and encourage concerted and coordinated action among a broad range of actors at the international, regional and national levels, including through the United Nations Action against Sexual Violence in Conflict network consisting of 24 United Nations entities and the Team of Experts on the Rule of Law and Sexual Violence, which work under the strategic direction of the Special Representative;
- (e) Focus its advocacy efforts on advancing the achievement of Sustainable Development Goals 5 and 16 and on ensuring the adequate allocation of donor resources for the implementation of prevention strategies and multisectoral services for survivors.

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

- (a) Adoption of concrete and time-bound commitments to prevent and address incidents, patterns and trends of sexual violence in conflict to ensure an enhanced security and justice sector response;
- (b) Improved access to appropriate and good-quality services, including health care, psychosocial support, legal services, reparations and livelihood support for all survivors, as well as children born of conflict-related sexual violence.

1.148 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:

- (a) Continued high level of political will on the part of all stakeholders to work towards preventing sexual violence and ending the impunity of persistent perpetrators in situations of armed conflict and other situations of concern;
- (b) Member States and other key stakeholders see a convergence between their strategic interests and priorities and upholding the international protection framework that has been established to prevent conflict-related sexual violence.

1.149 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will deepen its engagement with regional and subregional actors and multilateral institutions, including the African Union, the League of Arab States, the European Union, the Economic Community of West African States, the International Conference on the Great Lakes Region, the International Organization of la Francophonie, the Inter-Parliamentary Union and the African Development Bank, including through formal frameworks of cooperation, to prevent and address sexual violence in conflict.

1.150 With regard to inter-agency coordination and liaison, the Office will continue to work through the United Nations Action against Sexual Violence in Conflict inter-agency network, which has a membership of 24 United Nations entities and is chaired by the Special Representative. The work of the network is aimed at improving monitoring, reporting and information-sharing and strengthening system-wide analysis to guide response programming. Coordination on justice and accountability dimensions of the mandate will be conducted through the Team of Experts on the Rule of Law and Sexual Violence in Conflict, which supports the strengthening of rule of law institutions in affected countries, under the strategic direction of the Special Representative, and comprises the Office, OHCHR, UNDP and the Department of Peace Operations as the co-lead entities.

1.151 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, political commitments negotiated with parties to conflict (e.g., joint communiqués, frameworks of cooperation and implementation plans) will continue to integrate the views of women's civil society organizations and will continue to promote the meaningful participation of women and girls in countries where they are often absent in political and decision-making processes, including peace processes. Prevention strategies and response programming will reflect a tailored approach to address sexual violence against all survivors. Information, including

on incidents of conflict-related sexual violence, continue to be systematically disaggregated by sex in order to offer a gender-sensitive analysis for the Security Council.

- 1.152 In line with the United Nations Disability Inclusion Strategy, the Office will incorporate issues related to disability inclusion into policy, advocacy and key substantive aspects of its work, including programming in priority situations. The NGO-civil society advisory group of the Office includes entities representing individuals with disabilities and, through this modality, the Office will continue to engage with individuals with disabilities and with relevant organizations during the course of field missions in priority countries. The Office, in its staffing, includes those with explicit human rights expertise related to the rights of persons with disabilities and their targeting with sexual violence in situations of armed conflict.

Impact of the pandemic and lessons learned

- 1.153 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular the postponement of five planned missions of the Special Representative and the operational arms of the mandate, namely, the Team of Experts on the Rule of Law and Sexual Violence and the United Nations Action against Sexual Violence in Conflict, to priority countries. This resulted in reduced high-level political engagement with affected countries and the reduced provision of technical support to national authorities and institutions in the prevention and response to conflict-related sexual violence. Nevertheless, the Special Representative continued to deliver on her advocacy mandate with Member States through remote high-level engagement and participation in virtual events and conferences, including briefings to the Security Council. In addition, the annual meeting of the women's protection advisers was organized through virtual means, which allowed the participation of field specialists deployed in priority countries, as well as representatives from United Nations organizations in New York and Geneva. The Office had to postpone an expert consultation on strengthening the engagement of non-State actors, which has delayed the development of a strategy in this regard. Direct engagement with front-line service providers and survivors of conflict-related sexual violence, which is a critical aspect of the implementation of the mandate, was also hampered owing to COVID-19-related restrictions.
- 1.154 In order to support Member States on issues related to the COVID-19 pandemic, within the overall scope of the objectives, the United Nations Action against Sexual Violence in Conflict provided funding for service providers working to address sexual and gender-based violence in Iraq, Jordan and Lebanon to address challenges related to the COVID-19 pandemic.
- 1.155 The Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including the use of communications technologies to provide remote support to United Nations field teams in priority countries, where in-person engagement is not possible. In addition, the Office will ensure continued engagement with national authorities in the implementation of action plans to prevent and respond to conflict-related sexual violence through virtual means. Nevertheless, in-person engagement by the Special Representative and technical teams was found to be an essential aspect of the advocacy efforts, enabling progress in the implementation of commitments to address conflict-related sexual violence made by affected States. Moreover, it has allowed the Office to ensure dialogue with civil society representatives whose views are essential for the delivery of the advocacy aspect of the mandate at the global level.

Programme performance in 2022

Strengthened national ownership and action to prevent and respond to conflict-related sexual violence: the case of the Central African Republic

- 1.156 In the Central African Republic, conflict-related sexual violence remained a serious protection concern for women and girls, in a context of political instability and a protracted humanitarian crisis.

Internally displaced women and girls were at severe risk of sexual violence in the course of daily livelihood activities and were also subjected to different forms of conflict-related sexual violence by elements of armed groups in and around bases and checkpoints. Remote locations remained inaccessible to humanitarian actors in large part, while local service providers reported shortages of trained personnel and medical supplies, including post-rape kits. The United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations country team and the Office of the Special Representative provided a large majority of services, including through mobile teams, and continued to support the authorities in ensuring accountability for these crimes and justice and redress for survivors. For example, the United Nations continued to support the work of the Special Criminal Court, which opened one investigation specifically on sexual and gender-based violence crimes. Enhanced engagement by the Office of the Special Representative with the national authorities contributed to the nomination and appointment of a minister counsellor to serve as special adviser to the President on conflict-related sexual violence, to accelerate the implementation of the December 2019 joint communiqué to address conflict-related sexual violence.

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

Table 1.76
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
Adoption of the December 2019 joint communiqué between the Government of the Central African Republic and the United Nations on addressing conflict-related sexual violence	Adoption of targeted measures (S/2021/1054) by the Security Council committee established pursuant to resolution 2127 (2013) Concerning the Central African Republic	Appointment of a minister counsellor to serve as special adviser to the President on conflict-related sexual violence aimed at accelerating the implementation of the joint communiqué

Planned results for 2024

Result 1: strengthened accountability of parties to conflict as a key aspect of the prevention of sexual violence crimes

Programme performance in 2022 and target for 2024

- 1.158 The Office's work contributed to enhance engagement by national authorities in five countries, including prosecutors, magistrates, judicial police officers and military and police forces, on strengthening the rule of law institutions, with the aim of ensuring criminal accountability for perpetrators of conflict-related sexual violence. The planned target of formal agreements and action plans to prevent and address conflict-related sexual violence with five countries was not met owing to the continuation of the COVID-19 pandemic and to a series of unconstitutional shifts of power in priority countries, which hindered engagement with institutional counterparts.
- 1.159 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.77).

Table 1.77
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Implementation plan to prevent and address conflict-related sexual violence with 1 country (South Sudan)	Engagement by national authorities on strengthening accountability for conflict-related sexual violence, including in Mali	Engagement by national authorities in 5 countries, including prosecutors, magistrates, judicial police officers and military and police forces, on strengthening the rule of law institutions	Increased engagement of United Nations sanctions regimes on conflict-related sexual violence, resulting in listings of perpetrators	Revitalization of formal agreement and action plan to prevent and address conflict-related sexual violence in 1 country

Result 2: enhanced prevention through the implementation of strategies by national security and justice sector institutions

Programme performance in 2022 and target for 2024

- 1.160 The Office's work contributed to the launch of the framework for the prevention of conflict-related sexual violence, which was elaborated in conjunction with United Nations entities belonging to the United Nations Action against Sexual Violence in Conflict network, as a comprehensive and wide-reaching tool aimed at supporting Member States in the implementation of structural and operational prevention measures, which met the planned target.
- 1.161 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.78).

Table 1.78
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
–	Strengthened justice sector response in priority countries such as the Central African Republic and the Democratic Republic of the Congo, with accountability for sexual violence crimes as a central aspect of deterrence and prevention	Framework for the prevention of conflict-related sexual violence launched	Implementation plans and/or specific measures taken by Governments or non-State actors on the basis of the prevention strategy	Implementation of an action plan for the armed forces on addressing conflict-related sexual violence in 1 country

Result 3: enhanced compliance with international norms on preventing and addressing conflict-related sexual violence by parties to conflict

Proposed programme plan for 2024

- 1.162 The successive annual reports of the Secretary-General on conflict-related sexual violence, compiled by the Office, have listed numerous parties credibly suspected of committing or being responsible for patterns of sexual violence in situations on the agenda of the Security Council. More than 70 per cent are persistent perpetrators, having appeared in the list for five or more years without remedial or corrective action having been taken. Moreover, the use of targeted sanctions to address conflict-related sexual violence has been outlined by the Council since 2009 in its resolution [1888 \(2009\)](#). The Office, through the Special Representative, has engaged with United Nations sanctions regimes, namely, the committees on the Central African Republic, the Democratic Republic of the Congo, Somalia, South Sudan and Yemen, through thematic briefings on the trends and patterns of conflict-related sexual violence in these countries, which have included recommendations on the adoption of targeted measures for conflict-related sexual violence crimes.

Lessons learned and planned change

- 1.163 The lesson for the Office was to enhance its advocacy efforts on the need to leverage the credible threat of sanctions to change the calculation of parties to conflict that operate on the assumption that rape is “cost-free” or even profitable in the political economy of war. Sanctions offer significant potential to advance protection and enforce compliance with international law and can curb and constrain the illicit exploitation of natural resources that fund the operation of armed groups and spoilers to the peace, which, in many contexts, are also perpetrators of conflict-related sexual violence. In applying the lesson, the Office will reinforce its political and technical engagement with United Nations sanctions committees to enhance the use of targeted and graduated measures against perpetrators of conflict-related sexual violence to improve compliance with international norms. The Office will also strengthen the monitoring and reporting of trends and patterns on conflict-related sexual violence in priority countries to guide prevention and response strategies at the operational and policy levels.
- 1.164 Expected progress towards the objective is presented in the performance measure below (see table 1.79).

Table 1.79

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	—	Increased engagement by United Nations sanctions regimes on trends and patterns of conflict-related sexual violence	Member States, United Nations entities, civil society and academia exchange lessons and best practices for strengthening engagement of non-State armed groups in addressing conflict-related sexual violence	Enhanced monitoring and reporting of patterns and trends of conflict-related sexual violence by United Nations Panels of Experts in priority countries and at regional level

Legislative mandates

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

General Assembly resolution

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

Security Council resolutions

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

Deliverables

1.166 Table 1.80 lists all deliverables of the programme.

Table 1.80

Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report of the Secretary-General on conflict-related sexual violence to the Security Council, including listing of parties to the conflict	1	1	1	1
2. Country-specific and/or thematic report on conflict-related sexual violence	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	10	7	10	7
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
5. Briefings to the Security Council	5	3	5	2
6. Briefings to human rights treaty bodies	2	1	2	2
7. Briefings to the Special Committee on Peacekeeping Operations	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	39	18	32	31
8. Training of national police and/or military forces on prevention of and response to conflict-related sexual violence	20	4	15	15
9. Training of national justice sector (prosecutors and judges) on investigation into and prosecution of conflict-related sexual violence	15	13	15	15
10. Workshop with women's protection advisers on emerging threats and challenges of conflict-related sexual violence	4	1	2	1
C. Substantive deliverables				
Good offices: engagement and dialogue with parties to conflict listed in the annex to the report of the Secretary-General, including as it relates to the adoption and implementation of prevention and response measures.				
Consultation, advice and advocacy: consultations and reporting on conflict related sexual violence trends and patterns in 16 countries.				
Databases and substantive digital materials: digital library serving as a knowledge hub of academic, think tank and civil society publications on sexual violence in conflict.				

Section 1 Overall policymaking, direction and coordination

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
D. Communication deliverables				
Outreach programmes, special events and information materials: 20 online and in-person events on conflict-related sexual violence that include survivors, Member States, activists, academia, experts and practitioners; and United Nations Action against Sexual Violence in Conflict “Stop Rape Now” campaign.				
External and media relations: annual press statements, and news media content such as television and newspapers interviews.				
Digital platforms and multimedia content: website and social media content to advocate and mobilize resources for the elimination of conflict-related sexual violence.				

B. Proposed post and non-post resource requirements for 2024

Overview

1.167 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.81 to 1.83.

Table 1.81

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	1 463.0	1 436.7	—	—	—	—	—	—	1 436.7
Other staff costs	—	39.4	—	—	—	—	—	—	39.4
Hospitality	—	1.2	—	—	—	—	—	—	1.2
Travel of staff	102.9	95.8	—	—	—	—	—	—	95.8
Contractual services	10.5	12.8	—	—	—	—	—	—	12.8
General operating expenses	14.1	45.9	—	—	—	—	—	—	45.9
Supplies and materials	1.6	3.5	—	—	—	—	—	—	3.5
Furniture and equipment	8.9	3.1	—	—	—	—	—	—	3.1
Total	1 601.0	1 638.4	—	—	—	—	—	—	1 638.4

Table 1.82

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)
Proposed for 2024	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)

Table 1.83

Proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	1	—	—	—	—	1
P-3	2	—	—	—	—	2
Subtotal	6	—	—	—	—	6

Section 1 Overall policymaking, direction and coordination

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	2	—	—	—	—	2
Subtotal	2	—	—	—	—	2
Total	8	—	—	—	—	8

1.168 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.84 to 1.86 and figure 1.XVI.

1.169 As reflected in tables 1.84 (1) and 1.85 (1), the overall resources proposed for 2024 amount to \$1,638,400 before recosting and reflect no change compared with the appropriation for 2023.

Table 1.84

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	1 535.5	1 638.4	–	–	–	–	1 638.4
Subtotal, 1	1 601.0	1 638.4	–	–	–	–	1 638.4

(2) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	3 853.7	5 335.8	–	–	5 335.8
Subtotal, 2	3 853.7	5 335.8	–	–	5 335.8
Total	5 454.7	6 974.2	–	–	6 974.2

Table 1.85

Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	8	–	–	–	–	8
Subtotal, 1	8	–	–	–	–	8

(2) Extrabudgetary

Component	2023 estimate	Change	2024 estimate
Programme of work	19		19
Subtotal, 2	19		19
Total	27		27

Table 1.86

Evolution of financial and post resources

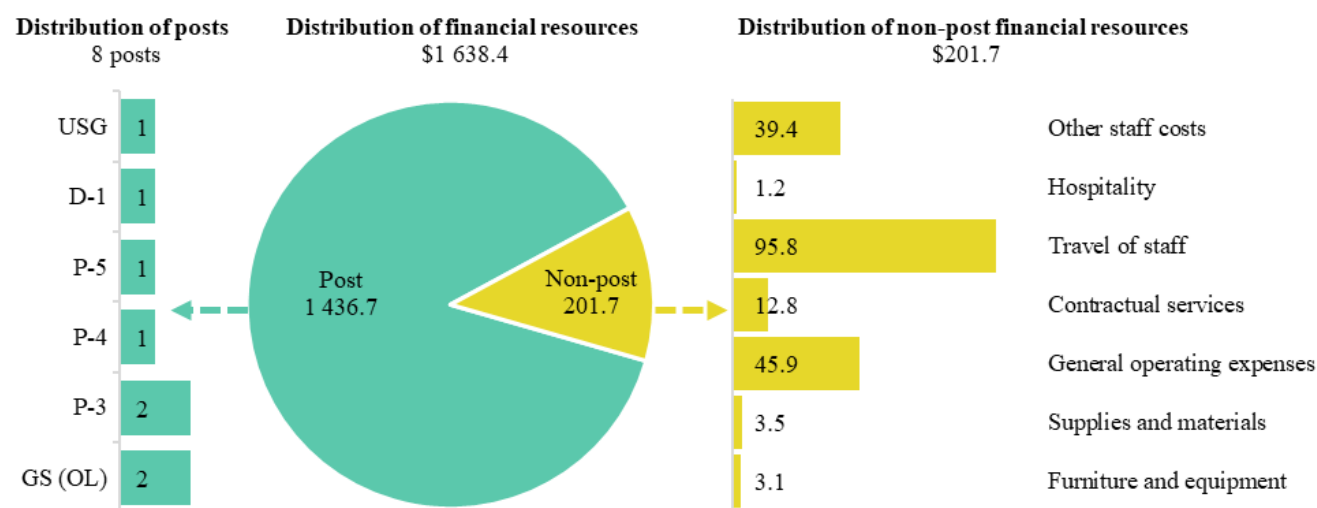
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 463.0	1 436.7	—	—	—	—	—	1 436.7
Non-post	138.0	201.7	—	—	—	—	—	201.7
Total	1 601.0	1 638.4	—	—	—	—	—	1 638.4
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 1.XVI

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.170 As reflected in tables 1.84 (2) and 1.85 (2), extrabudgetary resources amount to \$5,335,800. The resources would complement regular budget resources and would support the delivery of its mandates, including the engagement of the Team of Experts on the Rule of Law and Sexual Violence in Conflict, mandated pursuant to Security Council resolution [2467 \(2019\)](#), and support for the secretariat of the United Nations Action against Sexual Violence in Conflict network chaired by the Special Representative.
- 1.171 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.172 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.87. The majority of travel for the Office is related to the high-level engagements of the Special Representative with priority countries and technical missions to follow up on the formal agreements reached between the Special Representative and national authorities. While every effort is made to ensure advance planning for all official travel, the finalization of travel requests for such missions depends on visa approvals and confirmations of missions and meetings with government interlocutors by the national authorities.

Table 1.87

Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	18	35	15	100	100

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

Foreword

Children’s vulnerability to violence continues to be exacerbated worldwide by multiple and overlapping crises. These include increasing poverty, social and economic inequalities, unprecedented levels of displacement, conflict, community violence, political instability, climate change, environmental degradation, natural disasters and food insecurity. Many children’s lives are marked by a continuum of violence, encompassing different forms and settings.

The impact of violence is devastating, immediate and lifelong. Violence against children impairs their brain development, their physical and mental health and their ability to learn. The human cost of violence is enormous. Violence against children also inflicts a huge financial toll on both victims and societies. A seminal study suggests these costs could be as high as 8 per cent of global gross domestic product.^a

Violence is not inevitable, and it can be prevented. To do this, a paradigm shift is needed. Spending on cross-sectoral child- and gender-sensitive protection and violence prevention has a high return and must be seen as an investment. This has been a key factor in the discussions to optimize efforts aimed at accelerating implementation of the 2030 Agenda for Sustainable Development and the achievement of all Sustainable Development Goals, through the addressing of all drivers of violence.

It is essential to move from a siloed approach to a people-centred, life-cycle approach, in line with Our Common Agenda and the Secretary-General’s call to action for human rights. This will remain at the heart of the advocacy of the Office of the Special Representative of the Secretary-General on Violence against Children, in addition to promoting the empowerment of children as agents of positive change.

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

^a See United Nations Children’s Fund and others, “The violence-prevention dividend: why preventing violence against children makes economic sense” (July 2022).

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

- 1.173 The Special Representative of the Secretary-General on Violence against Children is responsible for mobilizing action and political support to prevent and eliminate all forms of violence against children. The mandate of the Office of the Special Representative derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [62/141](#), [67/152](#), [73/155](#) and [76/147](#). While noting substantial progress achieved since establishing the mandate of the Special Representative, the Assembly has recognized the urgency of pursuing further action to ensure the protection of children from violence.

Programme of work

Objective

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

Strategy and external factors for 2024

- 1.175 To contribute to the objective, the Office will:
- (a) Promote the acceleration of efforts towards the achievement of the Sustainable Development Goals related to addressing all forms and drivers of violence against children and gender-based violence by undertaking high-level advocacy at the global, regional and national levels in collaboration with key stakeholders;
 - (b) Engage and support political, legislative, programmatic and monitoring processes at the global, regional, national and local levels to accelerate action to end violence; conduct country visits in close cooperation with United Nations resident coordinators and regional or country teams; provide technical cooperation and practical guidance to Member States; share context-specific promising practices; and use social media and other communications tools to support its advocacy;
 - (c) Increase the attention given to violence against children in the United Nations system, including through leading the Inter-Agency Working Group on Violence against Children and through advocacy for the system-wide mainstreaming of child rights, including the integration of child protection into United Nations programmatic tools, such as the United Nations Sustainable Development Cooperation Frameworks;
 - (d) Promote, as Chair of the United Nations task force on children deprived of liberty, the use of the detention of children only as a measure of last resort; work towards prevention, rehabilitation and community-based alternatives to deprivation of liberty; undertake joint advocacy with key partners; and gather and report on promising practices regarding alternatives to detention and institutionalization, to be shared with Member States;
 - (e) Promote the role of children as agents of change through inclusive child participation in decision-making processes and the documentation and dissemination of child-led and peer-to-peer initiatives;

- (f) Promote investment in integrated, cross-sectoral child- and gender-sensitive protection and violence prevention.
- 1.176 The above-mentioned work is expected to result in:
- (a) Action to prevent and respond to violence against children mainstreamed into law, policy and practice, as well as into duly resourced national development plans;
 - (b) Increased awareness of and action on key thematic and frontier issues requiring specific attention;
 - (c) Sustained investment in cross-sectoral services for children and their caregivers to prevent and respond to violence against children and gender-based violence;
 - (d) Adoption and effective implementation of prevention measures, rehabilitation and community-based alternatives to the deprivation of liberty of children;
 - (e) More effective and systematic involvement of children in decision-making processes, including through an increase in safe and empowering pathways provided by States.
- 1.177 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) Governments have the political commitment and dedicate resources to accelerate action to prevent and end violence against children, in the framework of the Sustainable Development Goals;
 - (b) Civil society, faith-based organizations, local communities, the donor community and the private sector are committed to working together for and with children.
- 1.178 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to strengthen cooperation with intergovernmental regional and subregional bodies, in addition to increasing regular engagement with Geneva-based partners and structures. The Office will pursue strong collaboration with civil society and faith-based organizations and the private sector. Country visits will therefore remain a key element of the advocacy strategy of the Office. The visits will always be planned and implemented in close cooperation with Member States and United Nations country and regional teams, and a joint road map will be agreed upon and disseminated with all key stakeholders at the end of each visit to ensure effective follow-up.
- 1.179 With regard to inter-agency coordination and liaison, the Office continues to promote and strengthen collaboration within the United Nations system on ending violence against children, including with the members of the Inter-Agency Working Group on Violence against Children, the members of the United Nations task force on children deprived of liberty, the Special Representative of the Secretary-General for Children and Armed Conflict, the Special Representative of the Secretary-General on Sexual Violence in Conflict, the special procedures of the Human Rights Council, the human rights treaty bodies, the Special Adviser to the Secretary-General on the Prevention of Genocide, the Special Adviser to the Secretary-General on Africa, the Envoy of the Secretary-General on Youth, the Envoy of the Secretary-General on Technology, the Department of Economic and Social Affairs and United Nations regional commissions, the United Nations resident coordinators and regional or country team members, the United Nations Global Counter-Terrorism Coordination Compact, the Inter-Agency Coordination Group against Trafficking in Persons, the United Nations Network on Migration, the Working Group on Hate Speech and the United Nations Action Against Sexual Violence in Conflict network.
- 1.180 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including by employing a gender perspective in its advocacy to highlight how different forms of violence affect boys and girls differently and how this must inform and shape responses. Addressing gender discrimination and harmful social norms, as well as connections between violence against women and violence against children, is crucial to preventing and responding to violence against children and will continue to constitute an integral part of the Office's work.

- 1.181 In line with the United Nations Disability Inclusion Strategy and the principle of leaving no child behind, the Office places an emphasis on addressing some of the most vulnerable and neglected children, among whom are children with disabilities. Children with disabilities are often institutionalized, and this puts many of these children at a heightened risk of becoming victims of violence. Promoting policies and strategies for alternative means of care and inclusion will continue to be at the core of the Office's advocacy.

Impact of the pandemic and lessons learned

- 1.182 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular the postponement of planned in-person country visits and the continued use of remote connection and video statements from the Special Representative to support the Office's advocacy. The Office identified a number of methodologies to ensure engagement and the continued provision of support during the pandemic.
- 1.183 In order to support Member States on issues related to the COVID-19 pandemic, within the overall scope of the objectives, the Office highlighted and shared good practices by Member States in addressing violence against children during the pandemic but also beyond it owing to the long-lasting impacts, such as through the designation of child protection, mental health and other key services as essential and delivering child protection, justice and other services through online means and looking ahead to anticipate the continuity of risks.
- 1.184 The Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including through the expanded use of online means for engaging systematically with key stakeholders to complement in-person engagement, where appropriate, such as in the context of follow-up to country visits.

Evaluation activities

- 1.185 An evaluation of the Office's programmatic activities, conducted by the Office and completed in 2022, has guided the proposed programme plan for 2024.
- 1.186 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2024 and continue to inform the work of the Office. For example, the Office will continue to implement its updated communications strategy and further deepen its collaboration and coordination with other United Nations entities with mandates related to ending violence against children.

Programme performance in 2022

Strengthened commitment to ending the deprivation of liberty of children for migration-related reasons

- 1.187 As Chair of the United Nations task force on children deprived of liberty, the Special Representative fostered a common position on ending the migration-related detention of children and provided support to Member States in the implementation of alternatives to the detention of children for migration-related reasons through country missions, high-level advocacy and technical support. In 2022, the Office built on this by facilitating the launch of a joint pledge during the International Migration Review Forum to support the implementation of the Global Compact for Safe, Orderly and Regular Migration, in particular objective 13 on ending the migration-related detention of children.
- 1.188 Progress towards the objective is presented in the performance measure below (see table 1.88).

Table 1.88
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	The United Nations task force on children deprived of liberty launched a joint pledge during the International Migration Review Forum to support Member States and other key stakeholders in the implementation of the Global Compact for Safe, Orderly and Regular Migration, in particular objective 13 on ending the migration-related detention of children

Planned results for 2024

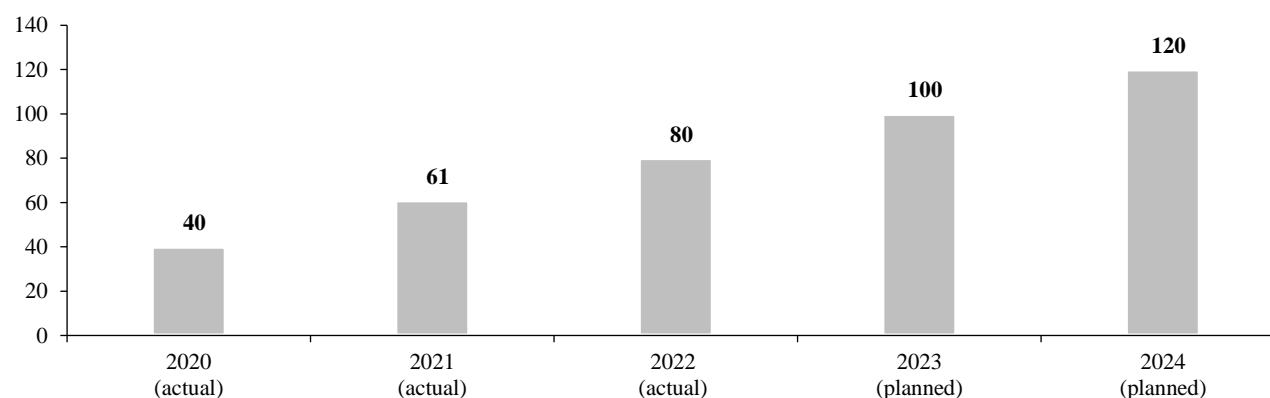
Result 1: children as part of the solution to achieve the Sustainable Development Goals

Programme performance in 2022 and target for 2024

- 1.189 The Office's work contributed to 19 additional voluntary national reviews developed with the meaningful input of children and highlighting the active participation of children in achieving the Sustainable Development Goals, which met the cumulative planned target of 80.
- 1.190 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 1.XVII).

Figure 1.XVII

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



Result 2: sustained financing of cross-sectoral child protection and violence prevention services

Programme performance in 2022 and target for 2024

- 1.191 The Office's work contributed to Member States having access to promising practices and practical guidance on assessing the high return on investment in cross-sectoral child- and gender-sensitive protection and violence prevention services through peer-learning exchanges between officials in

various States and through engagement in advocacy activities of the Special Representative, which met the planned target.

- 1.192 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.89).

Table 1.89
Performance measure

<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (planned)</i>	<i>2024 (planned)</i>
–	–	Member States have access to promising practices and practical guidance on assessing the high return on investing in cross-sectoral child- and gender-sensitive protection and violence prevention	10 countries have undertaken cost-benefit analyses of financing cross-sectoral child- and gender-sensitive protection and violence prevention services	10 countries use analysis of return on investing in violence prevention to initiate legal and policy reforms to build or strengthen integrated child- and gender-sensitive protection and prevention services

Result 3: national human rights institutions include child protection and well-being in their monitoring activities

Proposed programme plan for 2024

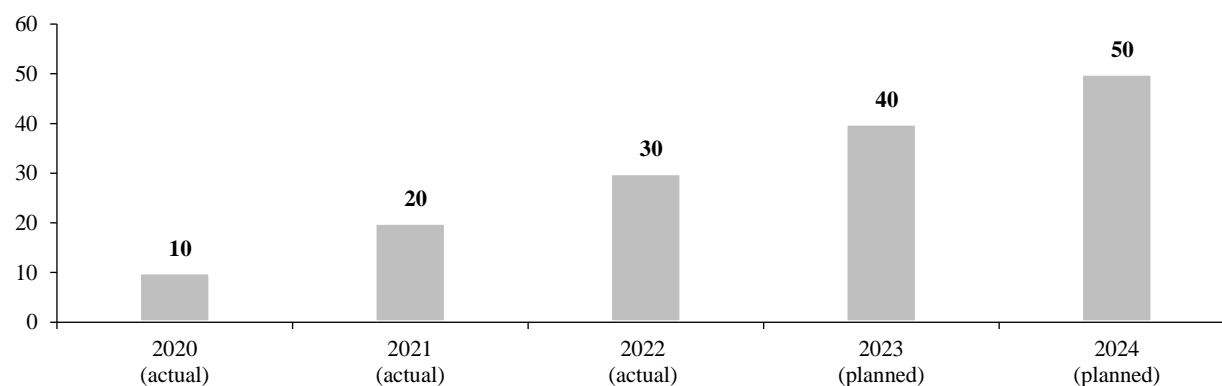
- 1.193 Stronger national child protection systems include important roles for national human rights institutions. Their engagement and support in the promotion and protection of children's rights and standards at the national level, including in particular through their monitoring and capacity-building activities, is increasingly relevant. The Special Representative meets regularly with national human rights institutions during her country visits, where they exist, and engages on ways to support enhanced child protection frameworks. The Special Representative also engages with States that aim to establish such institutions with advice regarding ways to ensure that attention is given to children's well-being and protection and the prevention of violence. The Office will continue to use the opportunities presented by the Special Representative's country visits and her engagement with global, regional and subregional networks of national human rights institutions to raise awareness of the importance of this issue.

Lessons learned and planned change

- 1.194 The lesson for the Office was the value of engaging more systematically with a key stakeholder with the capacity to make a significant impact on the protection of children from violence at the national level. In applying the lesson, the Office will supplement its existing engagement with national human rights institutions in the context of country visits with a more systematic engagement with global, regional and subregional networks. Particularly relevant is their role in supporting national efforts in areas that could have a positive impact on accelerating the implementation of the 2030 Agenda and the promise to end violence.
- 1.195 Expected progress towards the objective is presented in the performance measure below (see figure 1.XVIII).

Figure 1.XVIII

Performance measure: number of national human rights institutions that have included child protection and well-being as a key dimension of their monitoring activities (cumulative)



Legislative mandates

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

General Assembly resolutions

62/141, 67/152,
69/157, 70/137,
72/245, 73/155,
76/147

Rights of the child

71/176, 75/166,
77/201

Protecting children from bullying

75/185, 77/219

Human rights in the administration of justice

Deliverables

1.197 Table 1.90 lists all deliverables of the programme.

Table 1.90

Office of the Special Representative of the Secretary-General on Violence against Children: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Annual reports to the General Assembly	1	1	1	1
2. Annual reports to the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
Meetings of:				
3. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. The Fifth Committee	1	1	1	1
5. The Third Committee	1	1	1	1
6. The Human Rights Council	1	1	1	1

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
B. Generation and transfer of knowledge				
Publications (number of publications)	5	5	4	4
7. Voluntary national reviews: analytical review	1	1	1	1
8. Children as agents of positive change: a mapping of children's initiatives	1	1	1	1
9. Practical guidance on justice for children	1	1	–	–
10. Publications on priority issues related to violence against children	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: high-level advocacy with Member States, regional organizations and other key stakeholders, including by undertaking country missions to at least 10 Member States across all regions; organization or co-organization of 10 high-level events to raise awareness, share promising practices and advocate for stronger action on ending violence against children; expert advice and tools on policy matters for Member States and other key stakeholders; and consultations with approximately 1,000 children.				
Databases and substantive digital materials: global interactive database of child participation initiatives to map children's initiatives across regions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: communication products and information materials for targeted audiences and goals to raise awareness of the work of the mandate, provide updated information on trends and topical issues and highlight progress achieved.				
External and media relations: at least 5 press conferences and 5 press releases, including opinion pieces and expert articles.				
Digital platforms and multimedia content: social media campaign to raise awareness and mobilize action on the protection of children from violence; multimedia material produced and uploaded in the 6 official United Nations languages on the Office's website; and communication material uploaded daily to the Office's social media accounts.				

B. Proposed post and non-post resource requirements for 2024

Overview

1.198 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.91 to 1.93.

Table 1.91

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	1 995.5	2 156.0	—	—	—	—	—	2 156.0
Other staff costs	18.8	123.5	—	—	—	—	—	123.5
Hospitality	—	0.7	—	—	—	—	—	0.7
Consultants	374.1	150.4	—	—	111.4	111.4	74.1	261.8
Travel of staff	185.9	114.9	—	—	84.7	84.7	73.7	199.6
Contractual services	109.8	203.5	—	—	—	—	—	203.5
General operating expenses	11.6	28.3	—	—	—	—	—	28.3
Supplies and materials	1.3	5.2	—	—	—	—	—	5.2
Furniture and equipment	7.4	7.1	—	—	—	—	—	7.1
Total	2 704.4	2 789.6	—	—	196.1	196.1	7.0	2 985.7

Table 1.92

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)
Proposed for 2024	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)

Table 1.93

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	3	—	—	—	—	3
P-3	3	—	—	—	—	3
Subtotal	8	—	—	—	—	8

Part I Overall policymaking, direction and coordination

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	1	–	–	–	–	1
Subtotal	2	–	–	–	–	2
Total	10	–	–	–	–	10

1.199 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.94 to 1.96 and figure 1.XIX.

1.200 As reflected in tables 1.94 (1) and 1.95 (1), the overall resources proposed for 2024 amount to \$2,985,700 before recosting, reflecting an increase of \$196,100 (or 7 per cent) compared with the appropriation for 2023. Resource changes result from other changes.

Table 1.94

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	2 704.4	2 789.6	–	–	196.1	196.1	2 985.7
Subtotal, 1	2 704.4	2 789.6	–	–	196.1	196.1	2 985.7

(2) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	170.2	269.4	207.5	77.0	476.9
Subtotal, 2	170.2	269.4	207.5	77.0	476.9
Total	2 874.6	3 059.0	403.6	13.2	3 462.6

Table 1.95

Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	10	–	–	–	–	10
Subtotal, 1	10	–	–	–	–	10

Section 1 Overall policymaking, direction and coordination

(2) *Extrabudgetary*

<i>Component</i>	<i>2023 estimate</i>	<i>Change</i>	<i>2024 estimate</i>
Programme of work	1	–	1
Subtotal, 2	1	–	1
Total	11	–	11

Table 1.96

Evolution of financial and post resources

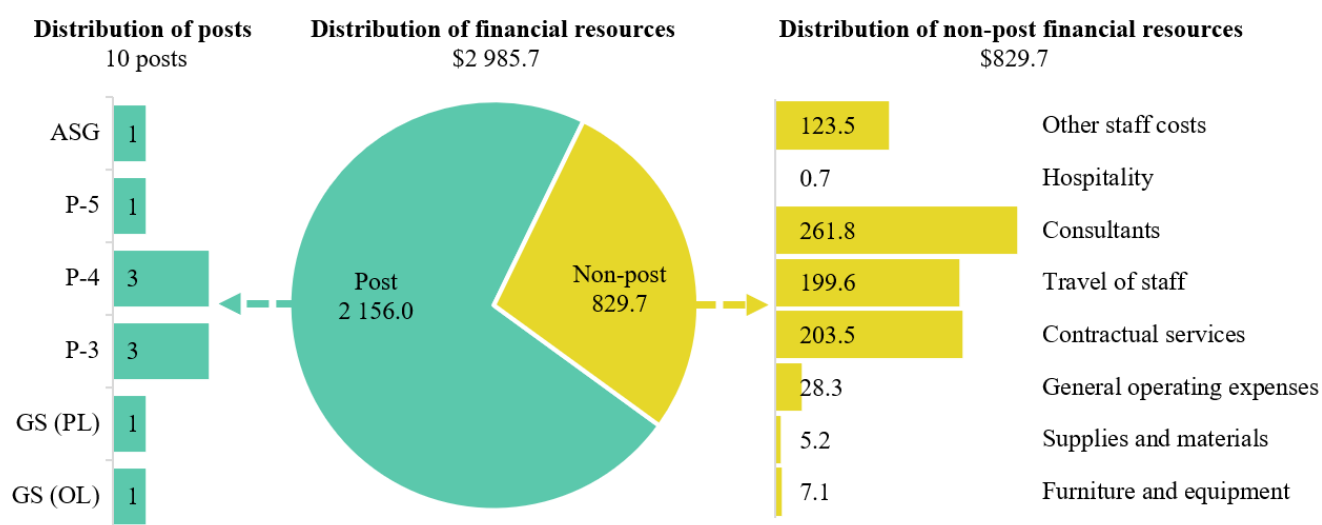
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 995.5	2 156.0	—	—	—	—	—	2 156.0
Non-post	708.9	633.6	—	—	196.1	196.1	31.0	829.7
Total	2 704.4	2 789.6	—	—	196.1	196.1	7.0	2 985.7
Post resources by category								
Professional and higher		8	—	—	—	—	—	8
General Service and related		2	—	—	—	—	—	2
Total		10	—	—	—	—	—	10

Figure 1.XIX

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.201 As reflected in table 1.94 (1), resource changes reflect an increase of \$196,100 relating to:
- (a) An increase of \$111,400 under consultants that would provide additional expertise on the use and accessibility of online tools and information for the protection of children. The consultant would also support the Office in advancing implementation of the Protection through Online Participation initiative;
 - (b) An increase of \$84,700 under travel of staff to support requests from Members States for in-person visits by the Special Representative to engage on the critical importance of ending violence against children, and strengthen cooperation at the global, regional, national and local levels and with intergovernmental regional and subregional bodies to accelerate action to end violence against children, including through the conduct of country visits.

Extrabudgetary resources

- 1.202 As reflected in tables 1.94 (2) and 1.95 (2), extrabudgetary resources amount to \$476,900. The resources would complement regular budget resources and would support the delivery of the Office's mandates and be used to carry out various activities that would enhance its impact and outreach, strengthen the implementation of its programme of work and increase the provision of technical advice and support to Member States, regional organizations and other partners. The increase of \$207,500 reflects mainly provisions to strengthen the development of advocacy initiatives and legal and policy materials that would raise awareness of violence against children.
- 1.203 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.204 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.97. The Office is making the utmost efforts to achieve 100 per cent compliance with the advance purchasing of air tickets by reviewing upcoming planned trips in the weekly staff meeting and by strategically strengthening its work planning. However, owing to unforeseen circumstances such as receiving late invitations and the late receipt of meeting agendas, the Office would not always be able to comply with the advance booking of air travel policy.

Table 1.97

Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	80	83	19	100	100

VII. Office of the Victims' Rights Advocate

Foreword

Pursuant to the Secretary-General's strategy set out in his 2017 report entitled "Special measures on protection from sexual exploitation and abuse: a new approach" ([A/71/818](#)), the Victims' Rights Advocate will continue, over the course of 2024, to institutionalize and place the rights and dignity of victims at the forefront of United Nations system-wide efforts to prevent and respond to sexual exploitation and abuse by United Nations staff and related personnel. Supported by the Office, the Victims' Rights Advocate will intensify advocacy to introduce and implement policies and programmes to elevate the rights and dignity of victims, give them visibility, acknowledge the impact that sexual exploitation and abuse have on their lives and address the stigmatization and discrimination that they often face.

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

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

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

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

- 1.205 The mandate of the Victims' Rights Advocate was created as part of the strategy set out in the 2017 report of the Secretary-General entitled "Special measures on protection from sexual exploitation and abuse: a new approach" (A/71/818). The mandate derives from the priorities established in General Assembly resolutions and/or decisions, including resolutions [62/214](#), [71/278](#), [71/297](#) and [75/321](#) and [76/274](#). The centrepiece of the strategy is to put the rights and dignity of victims at the centre of the work to prevent and respond to sexual exploitation and abuse across the United Nations system. The Victims' Rights Advocate has a system-wide role, with her advocacy and action extending to peacekeeping, humanitarian and development settings. At Headquarters, she is supported by the Office of the Victims' Rights Advocate. In the field, her mandate is operationalized through Senior Victims' Rights Officers in the Central African Republic, the Democratic Republic of the Congo, Haiti and South Sudan.

Programme of work

Objective

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

Strategy and external factors for 2024

- 1.207 To contribute to the objective, the Victims' Rights Advocate will:
- (a) Engage in sustained advocacy with Member States, United Nations entities, agencies, funds and programmes, other intergovernmental bodies, national Governments and State structures, civil society and others to amplify awareness of the negative impact that sexual exploitation and abuse have on victims and the work of all parts of the United Nations system, and foster an integrated response with regard to the victims' rights to assistance, in line with the annex to General Assembly resolution [62/214](#);
 - (b) Operationalize the imperative of placing the rights and dignity of victims at the centre on the ground, through a network of Senior Victims' Rights Officers and focal points for victims' rights, including three additional focal points appointed in 2022, who serve as the main point of contact for all victims of sexual exploitation and abuse, and ensure that victims receive assistance and support, accompanying them through the investigation and consideration of their complaints and providing them with follow-up information, including on the progress of paternity/child support claims;
 - (c) Support Member States' implementation of the 2030 Agenda, in particular the achievement of Sustainable Development Goal 5 in the public and private spheres, including in relation to trafficking and sexual and other types of exploitation, and Goal 16, which is intended, among other things, to end the abuse and exploitation of, trafficking in, all forms of violence against and torture of children;

- (d) Engage with United Nations actors across the system to develop policy and offer practical advice, including to embed a victims' rights approach in the provision of assistance to victims, and provide guidance to the Senior Victims' Rights Officers, the victims' rights focal points and other actors in the field;
 - (e) Seek to strengthen complaints mechanisms and contribute to creating an environment that encourages victims to come forward, in order to counter constraints that have a negative effect on victims' capacity to report misconduct and gain access to assistance and services.
- 1.208 The above-mentioned work is expected to result in:
- (a) Victims assisted in accordance with their individual needs;
 - (b) A deepened understanding of how to prioritize the rights and dignity of victims across the United Nations system, implementing partners and beyond;
 - (c) Creation and maintenance of an environment of trust between victims and the United Nations on the ground, encouraging them to come forward with complaints of misconduct confident that they will be respected and receive support, assistance and protection;
 - (d) Stronger system-wide collaboration and cooperation between Member States and the United Nations on accountability processes, including the resolution of paternity/child support claims, and access to services for victims.
- 1.209 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) New cases of sexual abuse and exploitation perpetrated by United Nations and related personnel will become known to the Victims' Rights Advocate, the Office and the Senior Victims' Rights Officers;
 - (b) Cases reported earlier might not be resolved;
 - (c) Measures to prevent sexual exploitation and abuse integrate a system-wide victims' rights approach;
 - (d) Victims of sexual abuse and exploitation will require ongoing support and assistance to rebuild their lives;
 - (e) The urgency of establishing strong partnerships focusing on a victims' rights approach will be acknowledged more extensively outside the United Nations system.
- 1.210 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to work with the Development Assistance Committee of the Organisation for Economic Co-operation and Development. It will continue to support the Multilateral Organisation Performance Assessment Network in implementing its indicators that measure progress in the prevention of sexual exploitation, sexual abuse and sexual harassment in multilateral organizations. The Office will sustain its engagement with the Global Alliance of National Human Rights Institutions in advocacy, training and capacity for national actors and support for victims across States and national jurisdictions.
- 1.211 With regard to inter-agency coordination and liaison, the Office will continue to collaborate with the Inter-Agency Standing Committee and its Champion on protection from sexual exploitation and abuse and sexual harassment to integrate a strong victims' rights focus into the implementation of its plan to accelerate protection from sexual exploitation and abuse in the national humanitarian response. It will accelerate work on ways to facilitate legal aid and assistance to victims. The Victims' Rights Advocate will continue to collaborate with the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System on the development and implementation of a victim-centred approach to this misconduct, so that this work is aligned with that on sexual exploitation and abuse.

- 1.212 The Office will continue its cooperation with the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse. It will collaborate with the Department of Management Strategy, Policy and Compliance and the Office of Legal Affairs to facilitate the more timely and effective resolution of outstanding paternity/child support claims arising from sexual exploitation and abuse, including through the possible development of a harmonized procedure for handling such claims. The Office will also collaborate with the Department of Management Strategy, Policy and Compliance to facilitate the submission of project proposals to the trust fund in support of victims of sexual exploitation and abuse and coordinate with the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to facilitate official visits of the Victims' Rights Advocate to peace operation settings. The Office will consolidate its collaboration with the Development Coordination Office and resident coordinators on their roles and responsibilities with respect to victims' rights and assistance in line with the management and accountability framework of the United Nations development and resident coordinator system. To enhance coordination and alignment efforts directed at protection and response regarding sexual exploitation and abuse, the Victims' Rights Advocate will continue to brief newly appointed resident coordinators and engage with Secretariat departments, including the Office of Administration of Justice, on her mandate and the importance of the victims' rights approach. The Victims' Rights Advocate will also collaborate with UNODC on the provision of assistance and support for victims of sexual exploitation and abuse and trafficking.
- 1.213 The Office integrates a gender perspective in its policy and operational activities, deliverables and results. The majority of victims of sexual exploitation and abuse is women and girls, and most perpetrators are men. The Victims' Rights Advocate acknowledges that entrenched discrimination against women and girls, manifested in laws and policies, power imbalance and gender inequality, lie at the heart of this misconduct. The Victims' Rights Advocate understands that men and boys, especially in vulnerable situations, may be victims of sexual exploitation and abuse and face barriers to reporting. The Victims' Rights Advocate emphasizes that victims may experience hurt, harm, fear, reprisals, abandonment, exclusion from their community and stigma. She urges that interventions and responses be conceptualized, designed and implemented to promote the empowerment of victims and their inclusion in all issues that concern them.
- 1.214 The Victims' Rights Advocate promotes tailored responses, given that each victim is different and may be affected by intersecting, interconnected and multiple forms of discrimination, including on the basis of race, sex, gender, sexual orientation, age, minority and/or migration status or disability, in line with the United Nations Disability Inclusion Strategy. The Senior Victims' Rights Officers will continue to serve as the main contact for all victims and take steps to ensure that a victims' rights, gender- and child-sensitive and non-discriminatory approach is integrated into all activities to support and assist victims.

Impact of the pandemic and lessons learned

- 1.215 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular the ability for in-person meetings to be conducted with victims on the ground and advocating for them. With the easing of COVID-19-related travel restrictions during the period, the Victims' Rights Advocate resumed her official visits to peacekeeping, humanitarian and development settings, while her Office continued to use virtual means to conduct meetings, as necessary,
- 1.216 The Office of the Victims' Rights Advocate continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including the maintenance of COVID-19 pandemic-related protocols and requirements for all official visits and engagements carried out by the Victims' Rights Advocate and her Office.

Evaluation activities

- 1.217 An internal evaluation of the work and impact of the Office since its establishment in January 2019 commenced in 2022 and will be completed in 2023.

Programme performance in 2022

Strengthened victim-centred approach to sexual exploitation and abuse and sexual harassment by the United Nations system

- 1.218 The Office of the Victims' Rights Advocate, in collaboration with the International Organization for Migration, OHCHR and the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations system, developed a training module to provide all United Nations staff and related personnel with a clear and practical understanding of the meaning of a victim-centred and victims' rights approach. The training module was made available in January 2023 and is intended to equip all United Nations staff and related personnel with the skills and knowledge of what action to take when they become aware of sexual misconduct.
- 1.219 Progress towards the objective is presented in the performance measure below (see table 1.98).

Table 1.98
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	An online training module to provide all United Nations staff and related personnel with a clear and practical understanding of the meaning of a victim-centred and victims' rights approach was finalized in 2022 and made available in January 2023

Planned results for 2024

Result 1: victims know their rights and how to claim them

Programme performance in 2022 and target for 2024

- 1.220 The Office's work contributed to increased awareness of victims of their rights and how to claim them, including through regular training and liaison with victims conducted by the Senior Victims' Rights Officers, which met the planned target. The Office's work also contributed to United Nations system entities providing critical feedback for the development of revised guidance and tools to fully incorporate victims' perspectives and priorities, which did not meet the planned target of adoption by the United Nations system of revised guidance and practices. The target could not be met owing to additional system-wide consultations carried out by the Office prior to the discussions and future endorsement by the High-level Steering Group on preventing sexual exploitation and abuse of the Victims' Rights statement and the development of associated guidelines and tools for United Nations personnel.
- 1.221 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.99).

Table 1.99

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Consultations with nominated representatives of United Nations system-wide entities result in consensus on revised draft victims' rights statement	Increased awareness of victims of their rights and how they can claim them	Increased awareness of victims of their rights and how to claim them United Nations system entities provided critical feedback for the development of revised guidance and tools to fully incorporate victims' perspectives and priorities	Adoption by United Nations system of revised guidance and practices on the provision of assistance that incorporate victims' perspectives and priorities	Victims of sexual exploitation and abuse by United Nations and related personnel are informed of their rights to support and assistance by the United Nations, as facilitated by the roll-out of the Victims' Rights statement to local communities affected by sexual exploitation and abuse

Result 2: realizing victims' rights to accountability and remedies

Programme performance in 2022 and target for 2024

- 1.222 The Office's work contributed to an agreement by a Member State to provide funding for the costs associated with the creation and maintenance of a roster of pro bono lawyers, which did not meet the planned target of the launch of the roster of pro bono lawyers and legal aid organizations to assist victims in countries where the United Nations operates. The target was not met because the agreement for the provision of funding was reached only towards the end of 2022.
- 1.223 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.100).

Table 1.100

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Technical consultation with UNICEF and OHCHR on legal aid for victims of sexual exploitation and abuse	Proposal of the Victims' Rights Advocate to create and maintain a roster of lawyers in consultation with the Office of Legal Affairs	Agreement by a Member State to provide funding for the costs associated with the creation and maintenance of a roster of pro bono lawyers	Victims in 2 countries with Senior Victims' Rights Officers benefit from legal support provided by lawyers and legal aid organizations included in the roster	Victims in 4 countries with Senior Victims' Rights Officers continue to benefit from legal support provided by lawyers and legal aid organizations included in the roster

Result 3: adoption of a victims' rights approach among all personnel assisting and investigating allegations of sexual exploitation and abuse

Proposed programme plan for 2024

- 1.224 Existing investigative and disciplinary processes often do not take into account the unique vulnerabilities of victims of sexual exploitation and abuse nor achieve a victims' rights approach. Within her mandate, the Victims' Rights Advocate intends to increase awareness and understanding of United Nations and Member State personnel assisting, investigating or acting on behalf of victims of sexual abuse and exploitation on how traumatic events may affect victims' ability to meaningfully participate in proceedings.

Lessons learned and planned change

- 1.225 The lesson for the Office was the need to strengthen understanding of those in charge of assisting, investigating or acting on behalf of victims of sexual exploitation and abuse by United Nations personnel on the needs and situations of vulnerability of victims. These conclusions were drawn following a review by the Office of the Victims' Rights Advocate of cases in the United Nations internal justice system and the identification by the Victims' Rights Advocate of good practices and gaps in dealing with victims of sexual abuse, exploitation and harassment. In applying the lesson, the Office will facilitate an increased number of briefings of the Victims' Rights Advocate for personnel assisting victims and investigating allegations of sexual exploitation and abuse. The briefings will focus on the victims' rights approach and issues related to treating victims with dignity and respect from the time of reporting through the consideration of their cases and claims. In addition, the Office will work to ensure that such briefings become mandatory in the induction training of all personnel assisting and investigating allegations of sexual exploitation and abuse.
- 1.226 Expected progress towards the objective is presented in the performance measure below (see table 1.101).

Table 1.101
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	—	United Nations internal justice system personnel handling allegations of sexual exploitation and abuse are briefed on the victims' rights approach	Increased number of personnel who assist victims or investigate allegations of sexual exploitation and abuse receive briefings on the victims' rights approach	All new personnel assisting and investigating allegations of sexual exploitation and abuse receive briefings on the victims' rights approach, as a mandatory component of their induction training

Legislative mandates

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

General Assembly resolutions

62/214	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (annex)	71/297	Special measures for protection from sexual exploitation and abuse
		76/274	Cross-cutting issues
71/278 ; 75/321 ; 76/303	United Nations action on sexual exploitation and abuse		

Deliverables

1.228 Table 1.102 lists all deliverables of the programme.

Table 1.102

Office of the Victims' Rights Advocate: deliverables for the period 2022–2024, by category and subcategory

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
2. The Fifth Committee	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. Project on mapping victims' rights services and approaches available throughout the United Nations system	1	1	1	1
Seminars, workshops and training events (number of days)	3	6	3	6
4. Workshops on the mandate with international and regional organizations, regional and national human rights institutions and regional and national victims' rights advocates/commissioners	3	6	3	6
Publications (number of publications)	2	2	2	2
5. Annual report on the work of the Victims' Rights Advocate	1	2	2	2
6. Mapping of victims' rights services and approaches available across the United Nations	1	—	—	—
Technical materials (number of materials)	2	2	2	2
7. Concept notes on challenges to victims of sexual exploitation and abuse	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: 5 briefings to Members States, 5 briefings to United Nations system-wide entities and 10 webinars with universities and academic institutions.				
Sustained advocacy by the Victims' Rights Advocate, including through her (a) cooperation with the Inter-Agency Standing Committee; (b) briefings at the humanitarian coordinators' annual retreat and induction of resident coordinators and other United Nations leaders; and (c) cooperation with humanitarian country teams.				
Regular engagement with Special Representatives of the Secretary-General, resident coordinators, and national and regional protection from sexual exploitation and abuse networks, including through the Victims' Rights Advocate's country visits.				
Databases and substantive digital materials: legal aid roster; and training module for United Nations staff, non-staff personnel and implementing partners.				
D. Communication deliverables				
Outreach programmes, special events and information materials: awareness-raising and educational materials on victims' rights.				
External and media relations: media interviews, statements, opinion pieces, press releases and expert articles.				
Digital platforms and multimedia content: website and social media content on areas of work.				

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.229 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.103 to 1.105.

Table 1.103

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	799.8	889.9	—	—	—	—	—	—	889.9
Consultants	15.0	—	—	—	—	—	—	—	—
Travel of staff	73.0	48.5	—	—	30.2	30.2	62.3	78.7	78.7
Contractual services	10.1	9.5	—	—	—	—	—	—	9.5
General operating expenses	2.8	2.1	—	—	—	—	—	—	2.1
Supplies and materials	—	1.8	—	—	—	—	—	—	1.8
Furniture and equipment	0.4	—	—	—	—	—	—	—	—
Total	901.1	951.8	—	—	30.2	30.2	3.2		982.0

Table 1.104

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)
Proposed for 2024	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)

Table 1.105

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
ASG	1	—	—	—	—	—	1
P-4	1	—	—	—	—	—	1
P-3	1	—	—	—	—	—	1
Subtotal	3	—	—	—	—	—	3
General Service and related							
GS (OL)	1	—	—	—	—	—	1
Subtotal	1	—	—	—	—	—	1
Total	4	—	—	—	—	—	4

Part I Overall policymaking, direction and coordination

1.230 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.106 to 1.108 and figure 1.XX.

1.231 As reflected in tables 1.106 (1) and 1.107, the overall resources proposed for 2024 amount to \$982,000 before recosting and reflect an increase of \$30,200 (or 3.2 per cent) compared with the appropriation for 2023. Resource changes result from other changes.

Table 1.106

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Programme of work	901.1	951.8	–	–	30.2	30.2 3.2	982.0
Subtotal, 1	901.1	951.8	–	–	30.2	30.2 3.2	982.0

(2) *Other assessed*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	–	–	50.6	–	50.6
Subtotal, 2	–	–	50.6	–	50.6

(3) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	419.4	642.7	(498.4)	(77.6)	144.3
Subtotal, 3	419.4	642.7	(498.4)	(77.6)	144.3
Total	1 320.5	1 594.5	(417.6)	(26.2)	1 176.9

Table 1.107

Proposed posts for 2024 by source of funding and component

(Number of posts)

Regular budget

Component	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	4	–	–	–	–	4
Total	4	–	–	–	–	4

Table 1.108

Evolution of financial and post resources

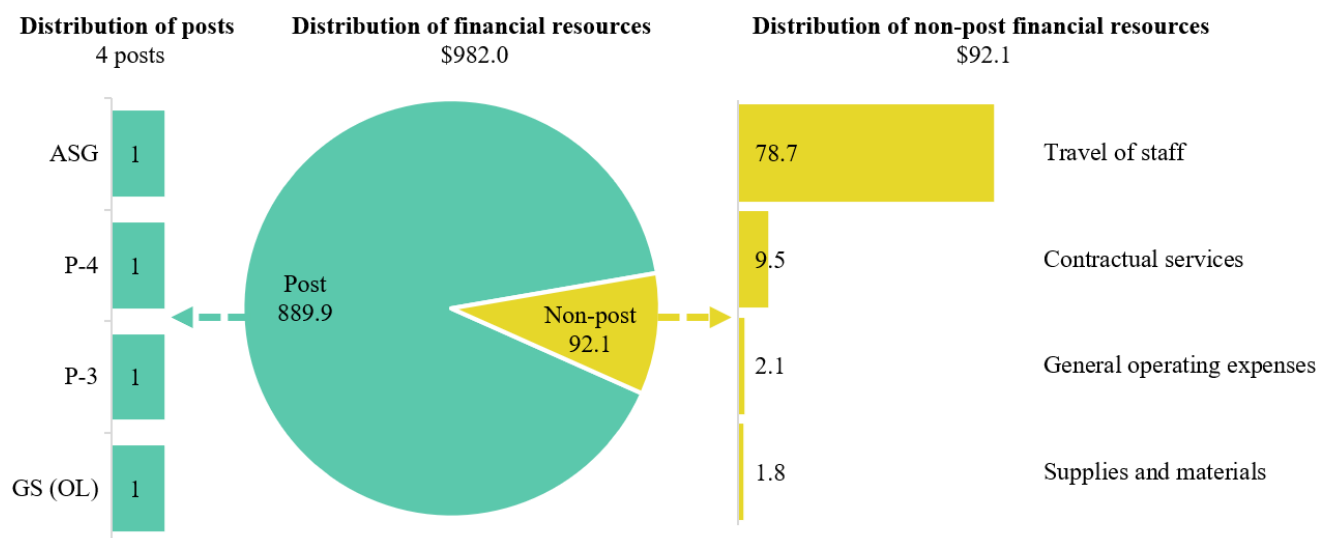
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	799.8	889.9	—	—	—	—	—	889.9
Non-post	101.3	61.9	—	—	30.2	30.2	48.8	92.1
Total	901.1	951.8	—	—	30.2	30.2	3.2	982.0
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 1.XX

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Explanation of variances by factor****Overall resource changes****Other changes**

- 1.232 As reflected in tables 1.106 (1) and 1.107, resource changes reflect an increase of \$30,200 under travel of staff, which would support in-person visits of the Victims' Rights Advocate to various locations where the Victims' Rights Advocate meets victims and advocates the implementation of a victims' rights approach.

Other assessed and extrabudgetary resources

- 1.233 As reflected in table 1.106 (2), other assessed resources amount to \$50,600 and would provide for non-post resources under the support account for peacekeeping operations. Further details on the resource changes are reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).
- 1.234 As reflected in table 1.106 (3), extrabudgetary resources amount to \$144,300. The resources would complement regular budget resources and support the delivery of its mandates, including carrying out various outreach activities, and increase the provision of technical advice and support to Member States, regional organizations and other partners. The decrease of \$498,400 reflects mainly the expected completion of some projects in 2023 and early in 2024.
- 1.235 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.236 Information on the advance booking for air travel is reflected in table 1.109. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.109

Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Air tickets purchased at least 2 weeks before the commencement of travel	100	67	14	100	100

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

Foreword

The role of the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse is to foster a coherent and coordinated approach to preventing and responding to sexual exploitation and abuse across the United Nations system. Although there has been notable progress, it is foreseeable that such misconduct will continue to occur, in part because of the close interaction during the implementation of organizational mandates between United Nations personnel and vulnerable populations. In this context, in 2024 the Office will continue to address the ongoing challenges across the United Nations system.

Effective leadership is a critical element in successfully addressing sexual misconduct within the United Nations. It is the Organization's leadership who must embody the organizational values and communicate these to personnel, along with the message that sexual exploitation and abuse has no place in the United Nations system, or indeed anywhere. Leaders must also stress that sexual exploitation and abuse will not be tolerated and that perpetrators will be held accountable. Initiatives and policies alone are not sufficient, and leaders must emphasize our common responsibility to report and act against sexual misconduct, including through embedded responsibility in performance assessments and programme evaluations.

The importance of the issue and the high turnover of United Nations personnel demands that awareness, guidance and support for preventing and responding to sexual misconduct be constantly reinforced. Over the course of 2024, the Office will continue to proactively support leaders and other personnel across the Organization. The Special Coordinator will undertake visits to United Nations operational settings to advocate and sustain awareness of protection from sexual exploitation and abuse and to promote its integration and institutionalization across all United Nations activities and programmes.

(Signed) Christian F. **Saunders**
Special Coordinator

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

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

Programme of work

Objective

- 1.239 The objective, to which this programme contributes, is to advance the United Nations response to sexual exploitation and abuse and to ensure a continuous focus on and sustained high-level attention to the prevention, detection and response to sexual exploitation and abuse through a victim-centred lens.

Strategy and external factors for 2024

- 1.240 To contribute to the objective, the Office will:
- (a) Coordinate with United Nations entities, departments and offices to ensure the alignment and institutionalization of strategies to prevent and respond to sexual exploitation and abuse by developing initiatives to mitigate the risks of sexual exploitation and abuse across the United Nations system;
 - (b) Promote the implementation of the Secretary-General's strategy to combat sexual exploitation and abuse across the system's more than 30 affiliated funds, programmes and specialized agencies and act as the secretariat of the Secretary-General's institutionalized standing bodies

for protection against sexual exploitation and abuse, such as the High-level Steering Group on preventing sexual exploitation and abuse, convened by the Chef de Cabinet, which oversees the implementation of the Secretary-General's strategy;

- (c) Review and address the policy and operational gaps in the United Nations handling of sexual exploitation and abuse by all categories of United Nations personnel, both uniformed and civilian, and by non-United Nations actors;
- (d) Consult with international, regional and subregional organizations, Member States, United Nations independent human rights experts, civil society organizations, national human rights institutions, academic institutions and think tanks, as appropriate, to ensure that policies and operational efforts across the United Nations system reflect best practice;
- (e) Monitor the Secretary-General's public reporting mechanism for allegations of sexual exploitation and abuse;
- (f) Support an effective system-wide communications strategy to ensure a coordinated public message with respect to the United Nations response to sexual exploitation and abuse;
- (g) Work closely with leadership across the United Nations system to provide strategic support and guidance to assist in designing and developing comprehensive strategies, system-wide policies and initiatives to combat sexual exploitation and abuse and strengthen joint United Nations programming on prevention initiatives.

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

- (a) Strengthened prevention of and responses to sexual exploitation and abuse in a cohesive and coordinated manner, including improved data collection, monitoring and analysis of performance by the United Nations system;
- (b) Institutionalization of an organizational culture of zero tolerance for inaction for sexual exploitation and abuse, with a robust and consistent understanding among United Nations personnel of standards of conduct and the purpose of mission of the United Nations, to advance cultural change and address the underpinnings of sexual exploitation and abuse, including gender imbalances and the abuse of authority due to power differentials.

1.242 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:

- (a) Personnel at all levels prioritize the eradication of sexual exploitation and abuse within United Nations operations;
- (b) A collective independent investigation capacity is recognized, and appropriate organizational structures are put in place to respond;
- (c) The United Nations system supports the alignment and institutionalization of measures to prevent sexual exploitation and abuse.

1.243 With regard to inter-agency coordination and liaison, the Office will seek to obtain cooperation with agencies, funds and programmes, including the Inter-Agency Standing Committee and its Champion on protection from sexual exploitation and abuse and sexual harassment, to ensure alignment with relevant mandates and a coherent and consistent response. The Office will also continue to work with the Office of the Victims' Rights Advocate, the Department of Management Strategy, Policy and Compliance and other relevant entities within the United Nations system to align messages relating to the prevention of and response to sexual exploitation and abuse when communicating, both internally and externally. Furthermore, the Office will work closely with the Development Coordination Office and resident coordinators on their roles and responsibilities in line with the management and accountability framework of the United Nations development system and resident coordinator system. The Office continues to serve as the secretariat of the Secretary-General's circle of leadership on the prevention of and response to sexual exploitation and abuse in United Nations operations, which comprises global leaders who actively support combating sexual exploitation and abuse.

- 1.244 The Office integrates a gender perspective in its operational activities, deliverables and results, given that it acknowledges and takes into consideration the diverse identities of perpetrators, bystanders and victims. The Special Coordinator will continue to frame all activities of the Office through the lens that the majority of victims of sexual exploitation and abuse are women and girls and that most perpetrators are men. In this context, the Special Coordinator will continue to identify and advocate policy, cultural and systemic change to address the entrenched discrimination against women and girls and power imbalances and gender inequality that lie at the heart of this misconduct.

Impact of the pandemic and lessons learned

- 1.245 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, including the use of virtual technology to conduct some of the work activities that would ideally be done in person, including stakeholder engagement and capacity-building activities. As travel restrictions eased, the Office was able to recommence in-person arrangements.
- 1.246 The Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including adopting innovative approaches and online communications tools and campaigns to reach all personnel, including the conduct of virtual training sessions with personnel. These approaches will continue to be utilized and complemented by in-person visits, meetings and training, as appropriate.

Evaluation activities

- 1.247 An independent third-party in-depth review and evaluation of how the United Nations addresses the prevention of and response to sexual exploitation and abuse, including accountability to victims-survivors and recommendations on how the United Nations can more effectively address this critical issue moving forward, is planned for 2024. The review and evaluation will include an examination of structural issues, including funding and how safeguarding measures for the protection from sexual exploitation and abuse can be better institutionalized across the organization.

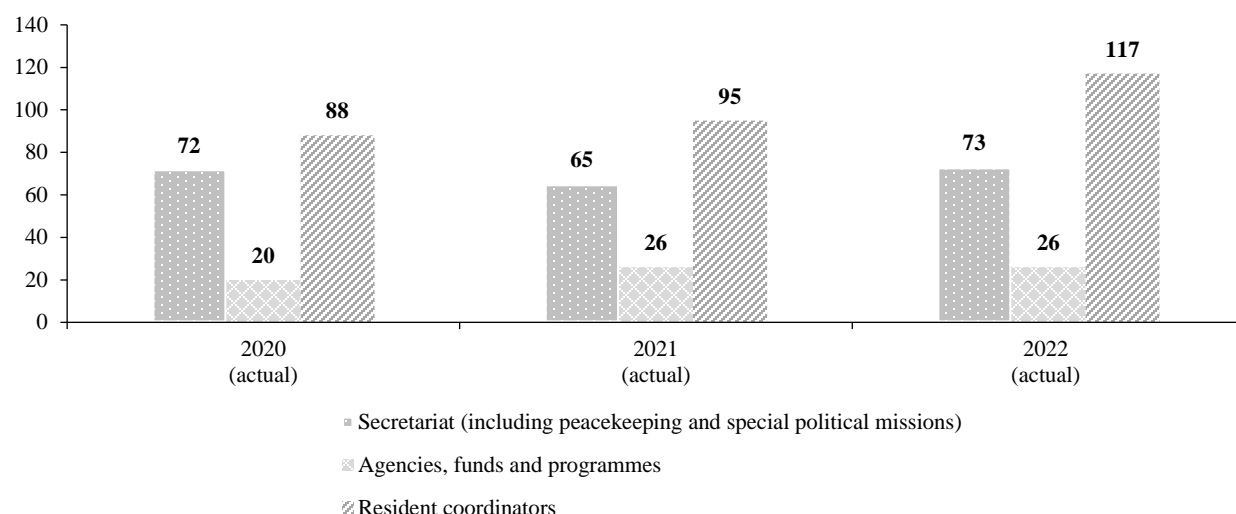
Programme performance in 2022

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

- 1.248 The Office continued to drive a strengthened and cohesive system-wide approach to the prevention of and response to sexual exploitation and abuse at both the strategic and operational levels, ensuring awareness of the prohibitions of such behaviour and advocating constant vigilance among all United Nations personnel. The new Special Coordinator, who assumed office in September 2022, has worked to operationalize the United Nations framework for the prevention of and response to sexual exploitation and abuse across the United Nations system, including with relation to the provision of strategic and operational advice and support, strengthening monitoring and risk assessments, and a renewed focus on strengthening partnerships and communication.
- 1.249 Regular visits were conducted by the Special Coordinator and other staff in the Office to United Nations operational settings, including development and humanitarian operations, to help to focus and sustain awareness on the required standards of conduct and to identify how the United Nations system can bolster leadership and make available the appropriate expertise and resources. Furthermore, the Office regularly maintains dialogue globally both at the leadership and working levels to ensure that prevention of and response to sexual exploitation and abuse mechanisms are in place and to offer support and guidance, as appropriate.
- 1.250 Progress towards the objective is presented in the performance measure below (see figure 1.XXI).

Figure 1.XXI

Performance measure: number of heads of entities and resident coordinators with strategic and action plans on the prevention of and response to sexual exploitation and abuse (cumulative)



Planned results for 2024

Result 1: risks of sexual exploitation and abuse across the pillars of the United Nations system (peace, development and humanitarian) mitigated and managed

Programme performance in 2022 and target for 2024

- 1.251 The Office's work contributed to the availability an impact statement on the prevention of sexual exploitation and abuse for use in all United Nations field-based activities to ensure that foreseeable risks are identified and planned for, which met the planned target.
- 1.252 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.110).

Table 1.110

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	—	An impact statement on the prevention of sexual exploitation and abuse is available for use in all United Nations field-based activities, to ensure that foreseeable risks are identified and planned for	Strengthened engagement of leadership and other personnel to manage risks related to sexual exploitation and abuse, foster correct standards of behaviour and the prevention, detection and response to misconduct	An increased number of entities identify and plan for foreseeable risks in the protection from sexual exploitation and abuse

Result 2: a reduction in operational and policy and procedural gaps in the United Nations handling of sexual exploitation and abuse perpetrated by all categories of United Nations personnel system-wide

Proposed programme plan for 2024

- 1.253 The United Nations system is composed of more than 30 affiliated programmes, funds and specialized agencies, each with their own membership, leadership and budget, and the system is not “self-coordinating”. The Special Coordinator and associated office were established to work with the United Nations system to improve collaboration and advocate the implementation of aligned and coordinated approaches to preventing, detecting and responding to sexual exploitation and abuse. The Office has been supporting the Secretary-General in guiding and assisting the integrated work of the High-level Steering Group on preventing sexual exploitation and abuse through the development and implementation of policies on integrated coordination, the prevention of sexual exploitation and abuse, the response to allegations, and timely and appropriate follow-up strategies, including support for victims.

Lessons learned and planned change

- 1.254 The lesson for the Office was that the high turnover of personnel, in particular in the field and including in leadership positions, requires constant and self-reinforcing engagement mechanisms to ensure continuity and consistent implementation. In applying the lesson, the Office will further explore how routine visits to duty stations can better help to highlight and sustain awareness of the required standards of conduct, support leadership and make available the appropriate expertise and resources. The Office will support the development of risk management frameworks tailored to specific contexts to strengthen the leadership capacity of United Nations officials and military and police personnel to manage and mitigate risks related to sexual exploitation and abuse, and provide guidance to institutionalize the process of identifying foreseeable risks. In conjunction with relevant entities, the Office will improve the analyses of available system-wide data to address the policy and operational gaps in the United Nations handling of sexual exploitation and abuse.
- 1.255 Expected progress towards the objective is presented in the performance measure below (see table 1.111).

Table 1.111

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	—	—	Entities address policy and operational gaps, including alignment of the minimum standards on protection from and the response to sexual exploitation and abuse, and entities improve data-sharing and reporting	An increased number of entities address policy and operational gaps, including alignment of the minimum standards on protection from and the response to sexual exploitation and abuse, and an increased number of entities systematically share data and fulfil reporting requirements

Legislative mandates

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

General Assembly resolutions

59/300; 61/267	B	Comprehensive review of a strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations	71/297	Special measures for protection from sexual exploitation and abuse
62/63		Criminal accountability of United Nations officials and experts on mission	71/278; 72/312; 73/302; 75/321; 76/303	United Nations action on sexual exploitation and abuse

Security Council resolutions

2272 (2016)	2436 (2018)
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Deliverables

1.257 Table 1.112 lists all deliverables of the programme.

Table 1.112

Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General on special measures for protection from sexual exploitation and abuse	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
3. The Fifth Committee	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	5	5	5
4. Training events with international and regional organizations and regional and national coordinators for protection from sexual exploitation and abuse	5	5	5	5
Technical materials (number of materials)	—	—	1	1
5. Tools/manual on protection against sexual exploitation and abuse	—	—	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to Members States; webinars with universities and academic institutions; and discussions with civil society organizations.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach and awareness raising campaigns; educational materials, including system-wide fact sheets on the Secretary-General's initiatives to prevent and respond to sexual exploitation and abuse; and outreach initiatives.				
External and media relations: media interviews, opinion pieces, press releases and expert articles.				
Digital platforms and multimedia content: content of the Secretary-General's website on preventing sexual exploitation and abuse and social media posts on areas of work.				

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

<i>Category and subcategory</i>	<i>2022</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
	<i>planned</i>	<i>actual</i>	<i>planned</i>	<i>planned</i>
E. Enabling deliverables: annual or biannual High-level Steering Group meetings on sexual exploitation and abuse; bimonthly sexual exploitation and abuse working group meetings that include more than 30 entities/departments/offices within the United Nations system; and annual system-wide survey on facts and perceptions of United Nations personnel (civilian, police and military) to gain information on their awareness of the standards of conduct and behaviour to prevent and respond to sexual exploitation and abuse.				

B. Proposed post and non-post resource requirements for 2024

Overview

1.258 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.113 to 1.115.

Table 1.113

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	—	863.2	—	—	—	—	—	—	863.2
Travel of staff	—	87.7	—	—	—	—	—	—	87.7
Contractual services	—	14.4	—	—	—	—	—	—	14.4
General operating expenses	—	4.4	—	—	—	—	—	—	4.4
Supplies and materials	—	1.3	—	—	—	—	—	—	1.3
Furniture and equipment	—	5.4	—	—	—	—	—	—	5.4
Total	—	976.4	—	—	—	—	—	—	976.4

Table 1.114

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	4	1 USG, 1 P-5, 1 P-4, 1 GS (OL)
Proposed for 2024	4	1 USG, 1 P-5, 1 P-4, 1 GS (OL)

Table 1.115

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	—	—	—	—	—	1
P-5	1	—	—	—	—	—	1
P-4	1	—	—	—	—	—	1
Subtotal	3	—	—	—	—	—	3
General Service and related							
GS (OL)	1	—	—	—	—	—	1
Subtotal	1	—	—	—	—	—	1
Total	4	—	—	—	—	—	4

Part I Overall policymaking, direction and coordination

- 1.259 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.116 to 1.118 and figure 1.XXII.
- 1.260 As reflected in table 1.116 (1), the overall resources proposed for 2024 amount to \$976,400 before recosting and reflect no change compared with the appropriation for 2023.

Table 1.116

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Programme of work	–	976.4	–	–	–		–	–	976.4
Subtotal, 1	–	976.4	–	–	–		–	–	976.4

(2) *Other assessed*

Component	2022 expenditure	2023 estimate			Change	Percentage	2024 estimate
Programme of work	–	–			56.0	–	56.0
Subtotal, 2	–	–			56.0	–	56.0

(3) *Extrabudgetary*

Component	2022 expenditure	2023 estimate			Change	Percentage	2024 estimate
Programme of work	1 018.1	284.2			50.0	17.6	334.2
Subtotal, 2	1 018.1	284.2			50.0	17.6	334.2
Total	1 018.1	1 260.6			106.0	8.4	1 366.6

Table 1.117

Proposed posts for 2024 by source of funding and component

(Number of posts)

Regular budget

Component	2023 approved	Changes				Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other			
Programme of work	4	–	–	–		–	4
Total	4	–	–	–		–	4

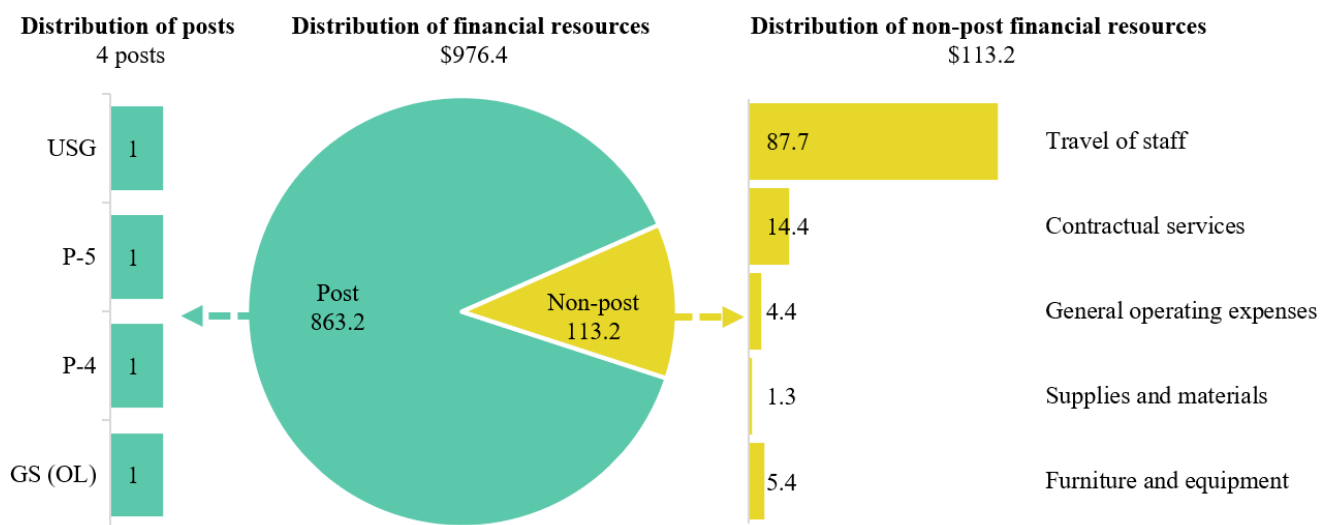
Table 1.118
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	863.2	—	—	—	—	—	863.2
Non-post	—	113.2	—	—	—	—	—	113.2
Total	—	976.4	—	—	—	—	—	976.4
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 1.XXII
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 1.261 As reflected in table 1.116 (2), other assessed resources amount to \$56,000 and would provide for non-post resources under the support account for peacekeeping operations. Further details on the resource changes are reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).
- 1.262 As reflected in table 1.16 (3), extrabudgetary resources amount to \$334,200. The resources would complement the regular budget resources and would support the delivery of its mandates and be used to support the Office in carrying out various activities, including the development of a manual on protection against sexual exploitation and abuse, cover official travel of staff (i.e., to the field), and provide for contractual services and general operating costs for gratis personnel.

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

- 1.263 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.264 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.119. While the Office makes every effort to follow the advance booking of air travel policy, it is not always possible to comply owing to unforeseen circumstances, including the need to travel to the field on short notice. The Office will continue to strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.119

Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	—	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	—	100	—	100	100

IX. Office of the United Nations Ombudsman and Mediation Services

Foreword

Over the course of 2024, the Office of the United Nations Ombudsman and Mediation Services will continue to provide informal conflict resolution services to all United Nations personnel on work-related concerns so that they can deliver according to the mandates entrusted to them. Experience and lessons learned have shown that interpersonal conflicts, miscommunication or negative behaviours that could include abuse of authority, allegations of discrimination and harassment at all levels can have an impact on the workplace.

When personnel experience conflict at work, it can be difficult for them to be productive and to focus on the larger objectives. They can become demotivated and may lose their enthusiasm and eagerness to deliver. This is where the Office steps in and helps not only to manage and resolve the workplace issues, but also to build the capacity of managers and staff to address workplace conflicts effectively and early, before they escalate. On the basis of the principles of independence, informality, neutrality and confidentiality, the Office will provide support for work-related conflict through a variety of methods such as discussion of options, shuttle diplomacy, facilitated dialogue and conflict coaching and mediation.

In addition, the Office will focus on outreach efforts to raise awareness of the role and mandate of the Office, the services that we provide and the possibilities that the informal channel offers to address work-related complaints, while leveraging the Office's unique role as a neutral convenor of conversations to promote dignity as a core workplace value.

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

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

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2024

- 1.268 To contribute to the objective, the Office will:
- (a) Provide conflict resolution services to United Nations personnel globally in three core areas: case intervention; systematic feedback; and conflict prevention through capacity-building aimed at managing conflict effectively;
 - (b) Provide greater access to conflict resolution services to personnel, irrespective of location, including through the provision of services in all six official languages of the United Nations, ensuring access for all staff members to the informal pillar of the administration of justice;
 - (c) Deliver Dignity through Civility workshops in support of the civility initiative of the Secretary-General;
 - (d) Promote and facilitate dialogue among staff, in support of the Secretary-General's initiative against racism in the workplace and the implementation of the strategic action plan of the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations.
- 1.269 The above-mentioned work is expected to result in:
- (a) A more harmonious work environment for United Nations personnel;
 - (b) More productive and more effective functioning of the Organization;
 - (c) Improved understanding by staff and managers of the importance of resilience and flexibility in promoting a harmonious workplace.

- 1.270 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) Staff members, including those in supervisory functions, avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;
 - (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
 - (c) Caseload trends remain stable.
- 1.271 With regard to cooperation with other entities and inter-agency coordination and liaison, the Office will continue to cooperate with the ombudsmen and mediators of the United Nations system so as to contribute to improved system-wide cohesion and impact in the area of conflict resolution in the workplace. The Office will also focus on building stronger collaboration with the formal system of the administration of justice and to explore opportunities for more referrals from the formal to the informal pillar.
- 1.272 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office will continue to integrate a gender perspective into the provision of conflict resolution services and the identification of systemic issues to provide feedback on gender inequities, as observed in cases brought forward. The Office also compiles gender-disaggregated data.
- 1.273 In line with the United Nations Disability Inclusion Strategy, the Office will work to ensure that it takes into account the needs of persons with disabilities, facilitating their full and effective participation in the activities of the Office, whenever applicable. The Office will work to increase the accessibility of its services, in particular ensuring that the relevant content, such as information conveyed through its online platforms, is available to persons with disabilities.

Impact of the pandemic and lessons learned

- 1.274 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular on the Office's ability to conduct on-site, in-person conflict resolution activities. Some in-person meetings had to be cancelled, and, as a result, the Office held such activities, including conversations with parties, mediation sessions and global visits, through virtual platforms, thereby ensuring continuation of the provision of conflict resolution services to personnel.
- 1.275 The Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including the use of virtual platforms, where appropriate, to meet personnel to discuss their concerns. While virtual platforms and activities enabled the Office to continue to deliver its services, it was found to be an inadequate replacement for in-person interaction. Given the sensitive and confidential nature of conflict resolution, personnel are often reluctant to use virtual platforms to discuss their concerns. Moreover, technical difficulties, including bandwidth, network and connectivity issues, impeded access for many staff, in particular in remote duty stations, to the Office's support. The Office will use virtual modes as a complement to in-person interaction.

Evaluation activities

- 1.276 An evaluation of client satisfaction, conducted by the Office and completed in 2022, has guided the proposed programme plan for 2024.
- 1.277 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2024. For example, the Office will promote the early use of mediation, through targeted outreach and engagement with stakeholders, to identify opportunities for piloting early referrals. The Office will also offer further conflict competence skills-building workshops to United Nations personnel in order to equip them with new skills to help to prevent or to

constructively deal with conflict, including on giving and receiving feedback, fostering a harmonious environment, and boundaries and apologies.

- 1.278 An evaluation of client satisfaction, to be conducted by the Office, is planned for 2024.

Programme performance in 2022

United Nations personnel have access to information and advice on informal conflict resolution

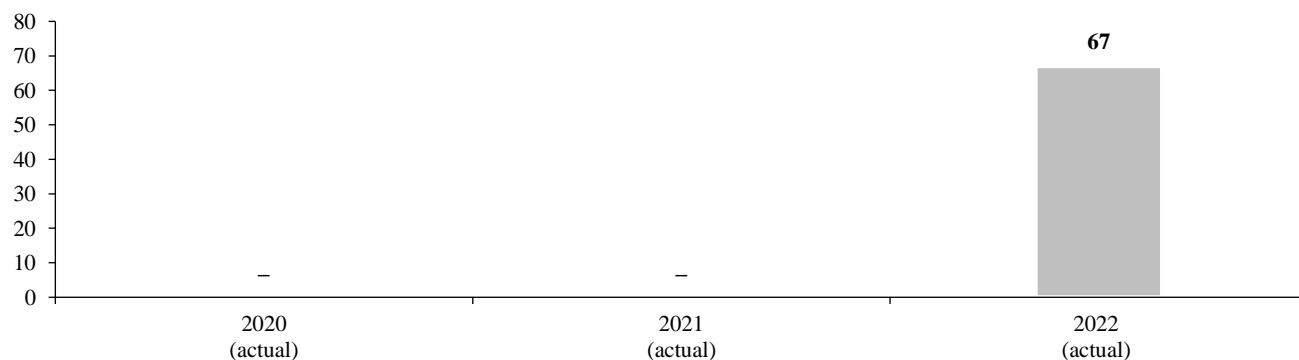
- 1.279 The Office increased its outreach efforts to promote informal conflict resolutions services as a safe first step in addressing workplace concerns. The Office raised awareness of the informal conflict resolution of workplace issues that it offers. To this end, the Office conducted town hall meetings for United Nations personnel with a targeted audience or global reach, participated in induction programmes and distributed thematic content through broadcasts, publications and global digital platforms. The Office also focused its efforts on fostering conflict competence and prevention of conflict escalation by developing and conducting skills-building activities, including the Dignity through Civility campaign and the dialogues on racism in the United Nations workplace. In addition, the Office engaged with individual managers and management bodies at the senior levels of the Organization on a regular basis to promote and advise on the use of dispute resolution mechanisms. These efforts have enabled United Nations personnel to develop skills and strategies to address workplace concerns and resolve conflicts in the workplace.

- 1.280 Progress towards the objective is presented in the performance measure below (see figure 1.XXIII).

Figure 1.XXIII

Performance measure: number of visitors to the Office of the United Nations Ombudsman and Mediation Services who indicated that they had learned information and strategies that could help them to resolve conflict in the workplace

(Percentage)



Planned results for 2024

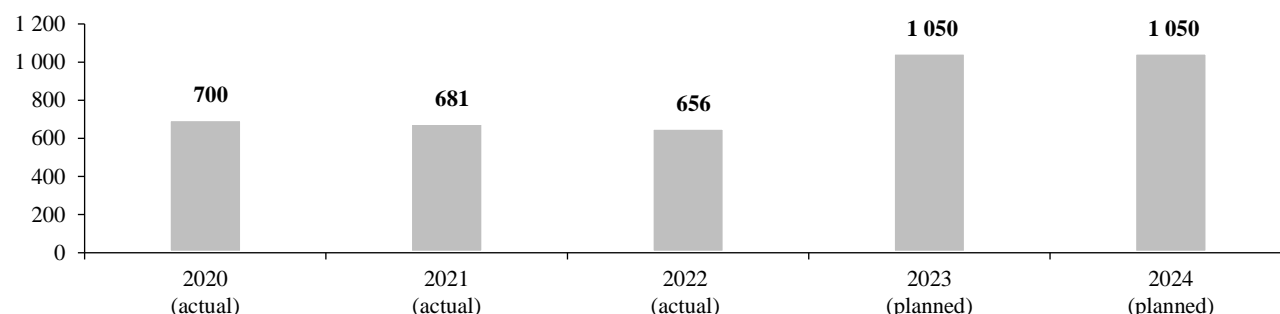
Result 1: increased access of services to field-based staff

Programme performance in 2022 and target for 2024

- 1.281 The programme's work contributed to 656 informal conflict resolution cases in field missions, which did not meet the planned target of 1,050 cases. The target was not met owing to the continued impact of the COVID-19 pandemic, as well as the security situation in some duty stations, which prevented the Office from carrying out in-person field visits, which limited the scope and nature of its support.
- 1.282 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 1.XXIV).

Figure 1.XXIV

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



Result 2: increased reach to promote dignity through civility in the workplace

Programme performance in 2022 and target for 2024

- 1.283 The Office's work contributed to the increased awareness of 4,861 personnel to uphold the principle of dignity, as outlined in the Charter of the United Nations, in their daily interaction and their performance output, which met the planned target.
- 1.284 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.120).

Table 1.120

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Increased awareness and skill sets to foster civility in the workplace	Roll-out of global team site (online collaboration tool) with toolkits and communication materials	Increased awareness of 4,861 United Nations personnel to promote the principle of dignity, as outlined in the Charter of the United Nations, in their daily interaction and their performance output	Expansion of dignity through civility initiatives, by continuing to raise awareness and build skills that promote dignity	Increased number of staff reached through the expansion of dignity through civility initiatives

Result 3: improved access to mediation services

Proposed programme plan for 2024

- 1.285 Through an increase in outreach activities such as virtual town hall meetings at the global and regional levels, the Office has been able to raise greater awareness among United Nations personnel of the conflict resolution services available and of the various means of access. This has contributed to an increase in the amount of mediation undertaken through a decentralized approach.

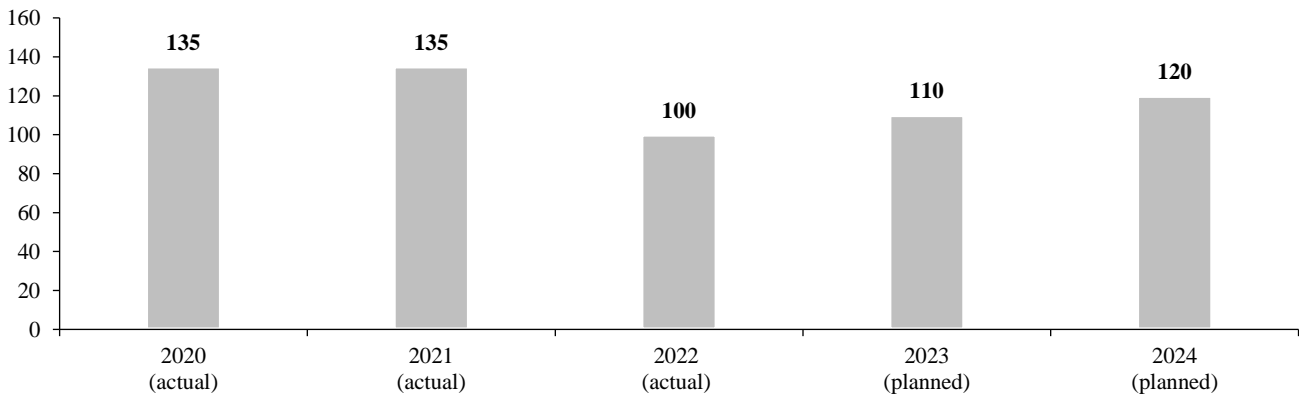
Lessons learned and planned change

- 1.286 The lesson for the Office was that a decentralized regional approach contributed significantly to the overall efficiency and effectiveness of the delivery of mediation services, in particular in the work of the regional branches at the same locations as the United Nations Dispute Tribunal. In applying

the lesson, the Office will focus on activities aimed at reducing the occurrence of unproductive and unhealthy workplace conflict and aim to reduce the exposure to unnecessary litigation and productivity risks. To do so, the Office plans to focus its work on greater collaboration with the Dispute Tribunal with a view to increasing the referrals from the formal to the informal pillar.

1.287 Expected progress towards the objective is presented in the performance measure below (see figure 1.XXV).

Figure 1.XXV
Performance measure: number of mediation services conducted through a decentralization of services (cumulative)^a



^a The Office reviewed its practice for the accounting of mediation cases to make it more reflective of the scope of work done (see [A/77/151](#)).

Legislative mandates

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

General Assembly resolutions

55/258	Human resources management	65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
56/253	Questions relating to the proposed programme budget for the biennium 2002–2003		
62/228 ; 76/242 ; 77/260	Administration of justice at the United Nations		

Deliverables

1.289 Table 1.121 lists all deliverables of the programme.

Table 1.121

Office of the United Nations Ombudsman and Mediation Services: deliverables for the period 2022–2024, by category and subcategory

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General to the General Assembly on activities of the Office of the United Nations Ombudsman and Mediation Services	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
3. The Fifth Committee	3	3	3	3
4. The Sixth Committee	1	1	1	1
E. Enabling deliverables				
Capacity-building of staff through the Dignity through Civility workshops and Addressing Racism and Promoting Dignity for All.				
Internal justice and oversight: in-person and remote informal dispute resolution services for staff; analysis of the root causes of conflict and the provision of upward feedback on systemic issues for an improvement in workplace conditions; awareness-raising and conflict competence-building activities, including information sessions, thematic and interactive panel discussions and workshops; and maintenance of a website in all United Nations official languages and the distribution of printed resource materials on conflict resolution.				

B. Proposed post and non-post resource requirements for 2024

Overview

1.290 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.122 to 1.124.

Table 1.122

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	3 137.3	3 472.8	—	—	—	—	—	3 472.8
Other staff costs	131.8	118.3	—	—	—	—	—	118.3
Consultants	49.0	34.9	—	—	—	—	—	34.9
Travel of staff	63.2	56.4	—	—	—	—	—	56.4
Contractual services	27.0	76.0	—	—	—	—	—	76.0
General operating expenses	22.2	49.0	—	—	—	—	—	49.0
Supplies and materials	1.0	10.9	—	—	—	—	—	10.9
Furniture and equipment	9.0	2.1	—	—	—	—	—	2.1
Total	3 440.5	3 820.4	—	—	—	—	—	3 820.4

Table 1.123

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL
Proposed for 2024	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL

Table 1.124

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	7	—	—	—	—	7
P-4	2	—	—	—	—	2
P-3	2	—	—	—	—	2
Subtotal	13	—	—	—	—	13

Section 1 Overall policymaking, direction and coordination

Category and grade	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	5	—	—	—	—	5
LL	3	—	—	—	—	3
Subtotal	8	—	—	—	—	8
Total	21	—	—	—	—	21

1.291 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.125 to 1.127 and figure 1.XXVI.

1.292 As reflected in tables 1.125 (1) and 1.126 (1), the overall resources proposed for 2024 amount to \$3,820,400 before recosting, reflecting no change compared with the appropriation for 2023.

Table 1.125

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Programme of work	3 440.5	3 820.4	—	—	—	—	—
Subtotal, 1	3 440.5	3 820.4	—	—	—	—	—

(2) *Other assessed*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	2 055.6	2 749.2	(401.4)	(14.6)	2 347.8
Subtotal, 2	2 055.6	2 749.2	(401.4)	(14.6)	2 347.8

(3) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	219.2	60.0	—	—	60.0
Subtotal, 3	219.2	60.0	—	—	60.0
Total	5 715.3	6 629.6	(401.4)	6.1	6 228.2

Table 1.126
Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) Regular budget

Component	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	21	–	–	–	–	21
Subtotal, 1	21	–	–	–	–	21

(2) Other assessed

Component	2023 estimate	Change	2024 estimate
Programme of work	9	–	9
Subtotal, 2	9	–	9
Total	30	–	30

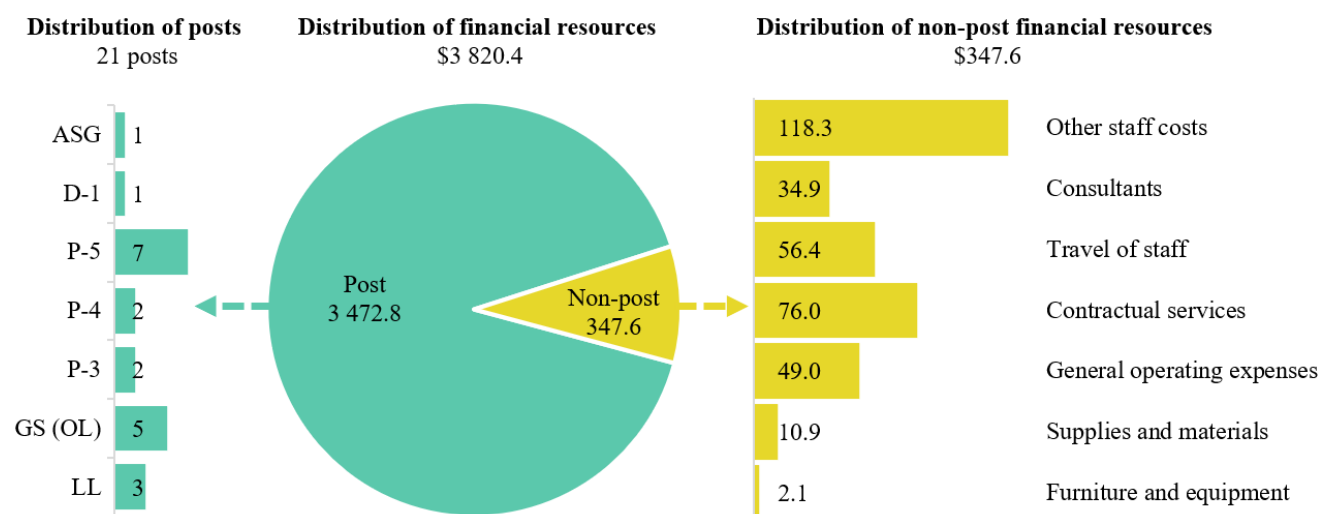
Table 1.127
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 137.3	3 472.8	—	—	—	—	—	3 472.8
Non-post	303.2	347.6	—	—	—	—	—	347.6
Total	3 440.5	3 820.4	—	—	—	—	—	3 820.4
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		8	—	—	—	—	—	8
Total		21	—	—	—	—	—	21

Figure 1.XXVI
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 1.293 As reflected in tables 1.125 (2) and 1.126 (2), other assessed resources amount to \$2,347,800 and would provide for nine posts and non-post resources. The resources would support the Office in providing conflict resolution services to peacekeeping personnel in the field and to carry out a broad review and analysis of systemic issues arising from the peacekeeping missions. The decrease of \$401,400 compared with the estimate for 2023 reflects mainly updated salary costs, in particular higher vacancy rates, 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 2023 to 30 June 2024 ([A/77/771](#)).
- 1.294 As reflected in table 1.125 (3), extrabudgetary resources amount to \$60,000. The resources would complement regular budget resources and support the delivery of its mandates, including the provision of conflict resolution services to the International Court of Justice and the World Meteorological Organization in accordance with the memorandum of understanding.
- 1.295 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.296 Information on the timely submission of documentation and advance booking of air travel is reflected in table 1.128. Efforts undertaken by the Office to further enhance the rate of compliance with the advance booking of air travel policy are the preparation of travel plans on a semi-annual basis and closely monitoring advance booking for each instance of travel by air.

Table 1.128
Compliance rate
 (Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	86	80	58	100	100

X. Office of Administration of Justice

Foreword

In a work environment such as the United Nations, which brings together diverse cultures, it is not unusual for workplace conflicts to arise. To address these grievances and affirm the United Nations as an exemplary employer, the Office of Administration of Justice will continue to coordinate the proper functioning of the administration of the system of justice and ensure that it operates in a fair, efficient and transparent manner, as guided by the General Assembly.

In this context, the Office will continue to support the United Nations Dispute Tribunal and the United Nations Appeals Tribunal in delivering on their mandate and make the rich body of jurisprudence of the Tribunals for interpreting the Organization's rules, regulations and policies more accessible. This promotes transparency, contributes to the body of law applicable to the international civil service and provides staff members and managers information to support reflective decision-making.

To this end, the Office will continue to leverage its investment in upgrading information and communication technology resources such as an updated version of the Court Case Management System, the new Office of Staff Legal Assistance database (OSLAW), the real-time case-tracking dashboards, a new website based on the most recent Unite web framework and the new case law portal. The new resources have added transparency and efficiency to the administration of justice system and will continue to be enhanced in 2024.

The Office will also continue to build on lessons learned to avoid the creation of a backlog of cases and enable the timely delivery of high-quality justice.

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

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

- 1.297 The Office of Administration of Justice is responsible for the overall coordination of the system of administration of justice and contributing to its functioning in a fair, transparent and efficient manner. The mandate of the Office derives from relevant General Assembly resolutions, including resolutions [61/261](#), [62/228](#) and [63/253](#), by which the Assembly established a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice and placed emphasis on the need to ensure the fair and just treatment of United Nations staff and the accountability of managers and staff alike.

Programme of work

Objective

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

Strategy and external factors for 2024

- 1.299 To contribute to the objective, the Office will continue to:
- (a) Provide easy access to jurisprudence through the website of the United Nations system of administration of justice, the fully searchable jurisprudence database, the improved searchable digest of case law and outreach means;
 - (b) Provide legal advice and assistance and, where appropriate, legal representation to staff;
 - (c) Enhance the case management systems and provide substantive, technical and administrative support to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
 - (d) Raise awareness of and increased access to workplace dispute resolution mechanisms, with a focus on field missions and offices, in furtherance of General Assembly resolutions [73/276](#), [74/258](#), [75/248](#) and [76/242](#).
- 1.300 The above-mentioned work is expected to result in:
- (a) Improved decision-making by managers;
 - (b) Increased access to information on when and how to pursue a claim before the Tribunals;
 - (c) Effective dispute resolution;
 - (d) More expedient processing of cases.
- 1.301 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) Staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;

- (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the Tribunals prior to filing applications;
 - (c) Caseload remains stable;
 - (d) Staff members in remote locations have Internet connectivity to file electronically.
- 1.302 With regard to inter-agency coordination and liaison, the Office will continue to implement its comprehensive outreach strategy to provide staff with improved access to information and resources to resolve workplace grievances. To continue to implement this strategy and reach out to the largest number of staff members possible, in particular in locations away from Headquarters, the Office intends to work collaboratively with several entities and the separately administered funds and programmes. To increase the accessibility of other agencies to the jurisprudence of the Tribunals, the Office launched a fully searchable jurisprudence database and will invest in promoting outreach activities to raise awareness of the new resource. The Office will also continue to coordinate the preparation of the report of the Secretary-General on the functioning of the internal justice system and report on trends and observations.
- 1.303 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Office will continue to identify any systemic issues concerning gender inequality in the access to the system of administration of justice and recommend remedial action. The Office's gender team will continue to support the implementation of the system-wide strategy on gender equality and the empowerment of women.
- 1.304 In line with the United Nations Disability Inclusion Strategy, the Office will work with the Office of Information and Communications Technology to ensure that the future iteration of the website of the administration of justice system includes accessibility features that benefit users with temporary or long-term disabilities.

Impact of the pandemic and lessons learned

- 1.305 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular on the ability to conduct in-person hearings and sessions of the Tribunals and outreach missions to duty stations away from Headquarters. With the relaxation of travel restrictions related to the pandemic, some of the activities relevant to mandate implementation could be conducted in-person in the second half of 2022. Nevertheless, the Office continued to implement business continuity measures, from in-person working methods to virtual ones, to ensure continuity of services. Staff continued to make themselves available outside regular hours to support judges, some of whom reside in time zones up to 18 hours ahead of Headquarters.
- 1.306 The Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including the continuation of a high level of usage of virtual work methods, which affected hearings, sessions and plenaries of the Tribunals, as well as team meetings and town halls. The Office of Staff Legal Assistance will continue to meet clients remotely and assist them in all facets of their cases, including representing them virtually before the Tribunals, as appropriate. While these functions can be done virtually, that method is not suitable in all cases. There are instances in which access to justice may be more effectively fostered in an in-person context, which helps to build trust in the system of administration of justice and reach staff members working in remote duty stations.

Evaluation activities

- 1.307 The following evaluations completed in 2022 have guided the proposed programme plan for 2024:
- (a) Report of the Secretary-General on the administration of justice at the United Nations ([A/77/156](#));

- (b) Report of the Internal Justice Council on the administration of justice at the United Nations (A/77/130).
- 1.308 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2024. For example, the Office will strengthen the implementation of measures to avoid a backlog of cases, with priority given to cases pending for more than 400 days. The continuous monitoring of cases through the case disposal plan and the real-time case-tracking dashboard, as mandated by the Assembly in its resolution 77/260, will be further leveraged to support the planning of resources within the registries. In addition, the Office will strengthen the use of information and communications technology to improve the use of data in order to facilitate mandate delivery.
- 1.309 The following evaluations are planned for 2024:
- (a) Report of the Secretary-General on the administration of justice at the United Nations;
- (b) Report of the Internal Justice Council on the administration of justice at the United Nations.

Programme performance in 2022

Enhanced access to the jurisprudence of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal through the new jurisprudence portal

- 1.310 In line with the General Assembly's mandate in its resolution 75/248, the Office developed a fully searchable database, the case law portal, to disseminate the jurisprudence of the Tribunals. The Office engaged a project team, created a project plan and worked in partnership with the Office of Information and Communications Technology and integrated feedback from users to develop the portal. The portal was launched in October 2022 and displays more than 3,500 judgments accompanied by case law summaries for easy access. This new portal will contribute to a more accessible and transparent administration of justice, ensuring better access to the jurisprudence for all staff of the several entities served by the system. It is expected to be a key resource for staff members, managers, human resources practitioners, parties appearing before the Tribunals and stakeholders, in order to support access to justice and better inform decision-making.
- 1.311 Progress towards the objective is presented in the performance measure below (see table 1.129).

Table 1.129

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	User friendly, online access to the jurisprudence of the Tribunals and transparency in the operation of the system of administration of justice through the case law portal

Planned results for 2024

Result 1: access to remote sessions of the United Nations Appeals Tribunal enabled for all judges

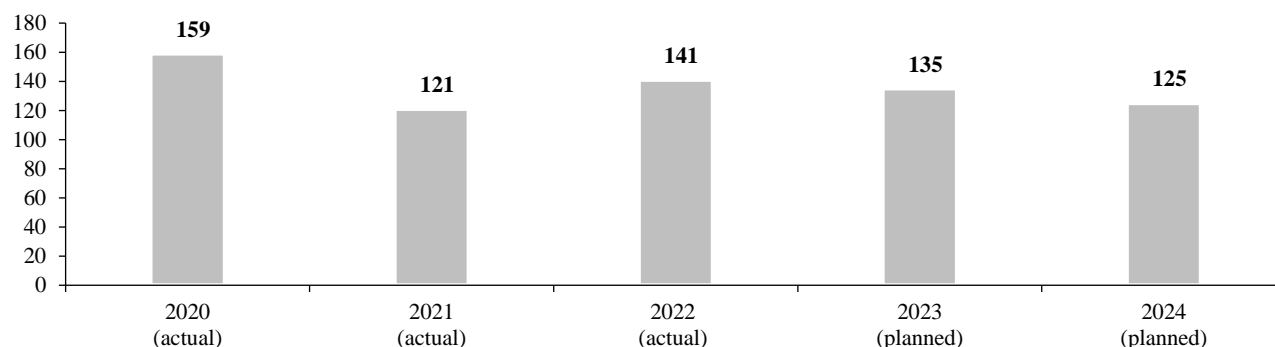
Programme performance in 2022 and target for 2024

- 1.312 The programme's work contributed to the United Nations Appeals Tribunal adjudicating 141 cases in 2022, which exceeded the planned target of 135.

- 1.313 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 1.XXVII).

Figure 1.XXVII

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



Result 2: improved access to the system of administration of justice through enhanced information and communications technology initiatives

Programme performance in 2022 and target for 2024

- 1.314 The programme's work contributed to improved user access through enhancements of the Court Case Management System to include the French official working language for the registry module, enabling the drafting and editing of case law summaries in English and French and the improved use of data with a new real-time case-tracking dashboard, which is updated three times a day, extracting data from the System and affording more transparency in the operation of the system of administration of justice, which met the planned target.
- 1.315 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.130).

Table 1.130

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Effective management of Office of Staff Legal Assistance cases through the deployment of the OSLAW database and increased confidence by staff that cases are being managed timely and effectively	Availability of the new court case management system for all staff and other stakeholders, and improved insights by staff into the functioning of the system of administration of justice	Improved user access through the enhanced Court Case Management System to include the French official working language for the registry module, enhancing the drafting and editing of case law summaries Improved use of data, including the new real-time case-tracking dashboard	Increased outreach through the availability of web content in all the official languages of the United Nations on the newly designed website, increasing usability and compliance with cybersecurity, design, accessibility and multilingualism guidelines	Improved access to the system of administration of justice with the availability of a chatbot integrated into the Office's website

Result 3: reduction in the timelines for the resolution of cases before the United Nations Dispute Tribunal

Proposed programme plan for 2024

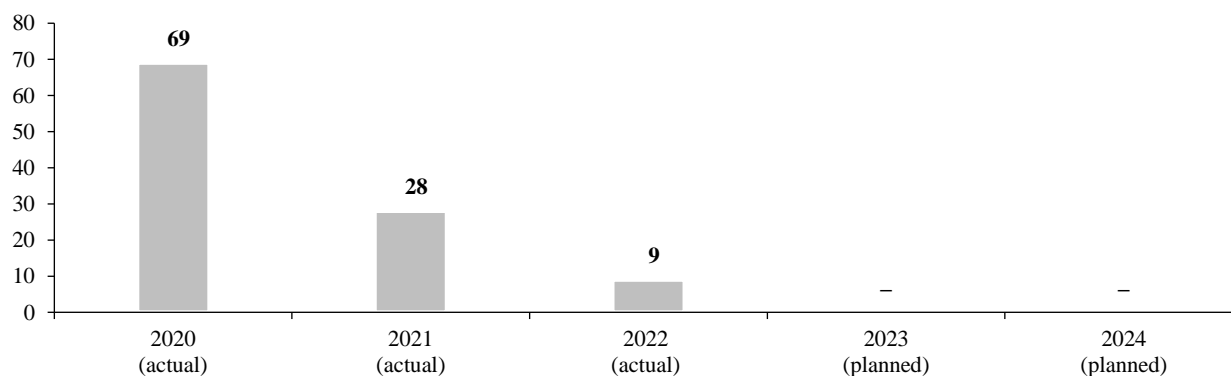
- 1.316 Raising awareness of the role and the functioning of the various parts of the system of administration of justice and the possibilities that it offers to address workplace disputes is essential to fulfilling the Office's mandate in enabling a system to ensure respect for the rights and obligations of staff members and the accountability of managers and staff members alike. To this end, the Office implemented several initiatives, such as in-person outreach activities to duty stations away from Headquarters, the launch of a case law portal of jurisprudence, and the publication of several articles on the system and the services provided and a compendium of seminal jurisprudence.

Lessons learned and planned change

- 1.317 The lesson for the Office was that, although the aforementioned initiatives had achieved great success in raising awareness of staff working in remote locations, a significant portion of the staff did not have sufficient knowledge of the system of administration of justice, in particular with respect to understanding the process and evidence required for filing an application. In applying the lesson, the Office will seek to foster more opportunities to engage with all staff, with a focus on the process for filing an application, including relevant timelines, and ways in which staff can gain access to jurisprudence and the information required to support a claim in order to reduce the submission of voluminous and superfluous information, in particular by staff who self-represent. By providing staff with practical resources on the system of administration of justice, it is expected to contribute to applications that are more streamlined and enable more timely processing and adjudication by the United Nations Dispute Tribunal. In this context, the Office will create a self-paced e-learning course in the two working languages of the United Nations on the functioning of the system of administration of justice and its main components to address questions such as how legal advice and representation can be sought or how to self-represent. The Office also plans to create training videos in all the United Nations official languages to integrate multilingualism requirements, as well as issue news articles on iSeek to publicize the material. Considering the total number of staff members to be reached through the advocacy and outreach products and activities, the Office will replicate and increase the number of engagements and activities in order to reach more staff members, including, resources permitting, using all official United Nations languages and other languages used at specific duty stations.
- 1.318 Expected progress towards the objective is presented in the performance measure below (see figure 1.XXVIII).

Figure 1.XXVIII

Performance measure: number of cases before the United Nations Dispute Tribunal that are not resolved within prescribed timelines



■ Number of cases before the United Nations Dispute Tribunal not resolved within 400 days.

Legislative mandates

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

General Assembly resolutions

59/283, 61/261, 62/228, 63/253, 73/276, 74/258, 75/248, 76/242, 77/260	Administration of justice at the United Nations	66/106	Code of conduct for the judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal
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Deliverables

1.320 Table 1.131 lists all programme deliverables.

Table 1.131

Office of Administration of Justice: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	2	2
1. Report of the Secretary-General to the General Assembly	1	1	1	1
2. Report of the Internal Justice Council to the General Assembly	2	2	1	1
Substantive services for meetings (number of three-hour meetings)	34	38	24	24
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	4	4	4	4
4. Meetings of the Fifth Committee	7	4	7	7
5. Meetings of the Sixth Committee	3	6	3	3
6. Meetings of the Internal Justice Council	20	24	10	10
C. Substantive deliverables				
Databases and substantive digital materials: electronic court case management system, OSLAW database and the jurisprudential search engine.				
D. Communication deliverables				
Outreach programmes, special events and information materials: campaigns to raise awareness of the system of administration of justice and disseminate information about the system.				
Digital platforms and multimedia content: United Nations system of administration of justice website.				
E. Enabling deliverables				
Legal services: legal assistance and, in cases with reasonable chance of success, representation to staff members through the Office of Staff Legal Assistance.				
Internal justice and oversight: Applications and appeals, including motions, received by the United Nations Dispute Tribunal and the United Nations Appeals Tribunal for processing; substantive, technical and administrative support to the Tribunals in issuing decisions; and assistance to the Internal Justice Council.				

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.321 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.132 to 1.134.

Table 1.132

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	6 425.2	6 549.6	—	—	—	—	—	—	6 549.6
Other staff costs	141.4	464.0	86.5	—	—	86.5	18.6	—	550.5
Non-staff compensation	1 970.0	2 319.2	—	—	512.1	512.1	22.1	—	2 831.3
Consultants	16.5	—	—	—	—	—	—	—	—
Travel of representatives	139.7	512.1	—	—	(512.1)	(512.1)	(100.1)	—	—
Travel of staff	61.5	100.6	—	—	—	—	—	—	100.6
Contractual services	580.8	390.4	—	—	—	—	—	—	390.4
General operating expenses	73.9	134.8	—	—	—	—	—	—	134.8
Supplies and materials	2.8	32.2	—	—	—	—	—	—	32.2
Furniture and equipment	25.4	26.4	—	—	—	—	—	—	26.4
Grants and contribution	21.2	—	—	—	—	—	—	—	—
Total	9 458.4	10 529.3	86.5	—	—	86.5	0.8	—	10 615.8

Table 1.133

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 11 GS (OL), 4 LL
Proposed for 2024	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 11 GS (OL), 4 LL

Table 1.134
Proposed posts by category and grade
 (Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	5	—	—	—	—	5
P-4	6	—	—	—	—	6
P-3	11	—	—	—	—	11
P-2/1	1	—	—	—	—	1
Subtotal	25	—	—	—	—	25
General Service and related						
GS (OL)	11	—	—	—	—	11
LL	4	—	—	—	—	4
Subtotal	15	—	—	—	—	15
Total	40	—	—	—	—	40

1.322 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.135 to 1.137 and figure 1.XXIX.

1.323 As reflected in tables 1.135 (1) and 1.136 (1), the overall resources proposed for 2024 amount to \$10,615,800 before recosting, reflecting an increase of \$86,500 (or 0.8 per cent) compared with the appropriation for 2023. Resource changes result from technical adjustments.

Table 1.135
Evolution of financial resources by source of funding and component
 (Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Programme of work	9 458.4	10 529.3	86.5	—	—	86.5 0.8	10 615.8
Subtotal, 1	9 458.4	10 529.3	86.5	—	—	86.5 0.8	10 615.8

(2) *Other assessed*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	125.0	242.7	(10.5)	(4.3)	232.2
Subtotal, 2	125.0	242.7	(10.5)	(4.3)	232.2

Part I Overall policymaking, direction and coordination

(3) *Extrabudgetary*

<i>Component</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2024 estimate</i>
Programme of work	1 853.5	2 597.4	–	–	2 597.4
Subtotal, 3	1 853.5	2 597.4	–	–	2 597.4
Total	11 436.9	13 369.4	76.0	0.6	13 445.4

Table 1.136
Proposed posts for 2024 by source of funding and component
 (Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2023 approved</i>	<i>Changes</i>				<i>2024 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Programme of work	40	–	–	–	–	40
Subtotal, 1	40	–	–	–	–	40

(2) *Other assessed*

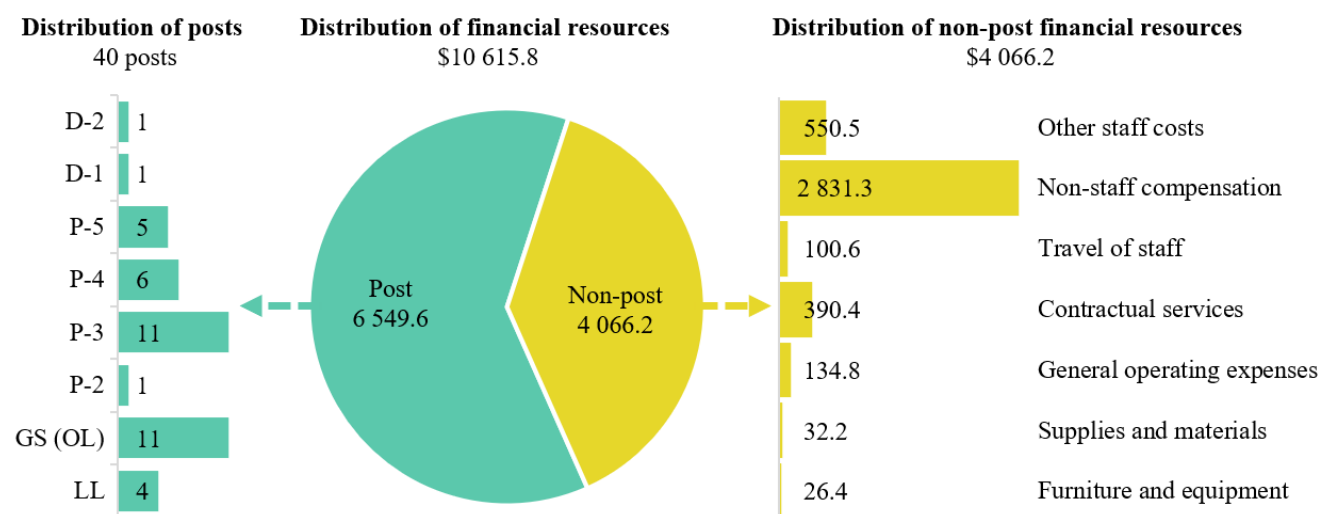
<i>Component</i>	<i>2023 estimate</i>	<i>Change</i>	<i>2024 estimate</i>
Programme of work	1	–	1
Subtotal, 2	1	–	1
Total	41	–	41

Table 1.137
Evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 425.2	6 549.6	—	—	—	—	—	6 549.6
Non-post	3 033.2	3 979.7	86.5	—	—	86.5	2.2	4 066.2
Total	9 458.4	10 529.3	86.5	—	—	86.5	0.8	10 615.8
Post resources by category								
Professional and higher		25	—	—	—	—	—	25
General Service and related		15	—	—	—	—	—	15
Total		40	—	—	—	—	—	40

Figure 1.XXIX
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

- 1.324 As reflected in tables 1.135 (1) and 1.136 (1), resource changes reflect an increase of \$86,500, relating to the delayed impact of a new temporary position of Administration Officer (P-3) that was established in 2023 with a vacancy rate of 50 per cent.

Other assessed and extrabudgetary resources

- 1.325 As reflected in tables 1.135 (2) and 1.136 (2), other assessed resources amount to \$232,200 and would provide for one post and non-post resources. The resources would be utilized to provide legal assistance to staff in peacekeeping missions. The decrease of \$10,500 compared with the estimate for 2023 relates mainly to updated salary costs, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).
- 1.326 As reflected in table 1.135 (3), extrabudgetary resources amount to \$2,597,400. The resources would complement regular budget resources and would support the delivery of its mandates, as well as support the Office in the provision of legal assistance to staff.
- 1.327 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.328 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.138. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

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

Table 1.138

Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	72	83	68	100	100

XI. Ethics Office

Foreword

The post-COVID-19 pandemic transition for the United Nations has brought about various new ethical considerations in the workplace, such as an increase in authorization for outside activities and flexible work arrangements. In addition, calls by staff for greater engagement with outside interests and a greater focus on social justice need to be factored in the ongoing review of the standards of conduct for the international civil service. In 2024, the Ethics Office will continue to address existing challenges, enhance its work in the field and be on the lookout for new developments as it assists the Secretary-General in enhancing the Organization's culture of ethics, transparency and accountability.

A strong engagement with ethics functions in entities across the United Nations system will remain a focus in achieving the coherent application of ethical standards. Through its functional leadership of the Ethics Panel of the United Nations and the sharing of experience with the Ethics Network of Multilateral Organizations member entities affiliated with the United Nations System Chief Executives Board for Coordination, the Ethics Office will encourage more innovative collaboration on key challenges. Areas of priority in this inter-agency engagement for 2024 are outside activities and protection against retaliation for reporting misconduct and cooperating with audits and investigations.

The Ethics Office will continue to be at the service of United Nations staff in their efforts to successfully deliver the mandate of the Organization in a complex world. In doing so, staff must be reminded of their obligation to uphold the high ethical standards of the United Nations.

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

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

- 1.329 The Ethics Office was established as an independent Secretariat office and is responsible for assisting the Secretary-General in ensuring that all staff members perform their functions consistent with the highest standards of integrity, as required under the Charter of the United Nations. The mandate of the Ethics Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [60/1](#) and [60/248](#). The Ethics Office also assists the Secretary-General in reporting annually to the Assembly on the implementation of ethics policies in response to Assembly resolution [60/254](#) and on the activities of the Ethics Panel of the United Nations pursuant to Assembly resolution [63/250](#). Pursuant to Assembly resolution [77/278](#), the Ethics Office directly presents an annual report to the Assembly. Further to Assembly resolution [70/305](#), the Ethics Office has been mandated to participate in providing an induction briefing to all Presidents of the General Assembly and their offices, to review the financial disclosures of those Presidents and to vet all private contributions to the Office of the President of the General Assembly. As provided for in Assembly resolution [71/263](#), the Ethics Office aims to do its part in the swift and effective implementation of the revised policy on protection against retaliation and to cultivate an organizational culture in which staff feel free to speak up.

Programme of work

Objective

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

Strategy and external factors for 2024

- 1.331 To contribute to the objective, the Ethics Office will:
- (a) Provide independent and preventive ethics advice, guidance and briefings to staff and management to ensure that ethical standards are well understood, support ethics standard-setting and promote policy coherence within the Secretariat and among the Organization's separately administered organs and programmes;
 - (b) Deliver its services in line with its terms of reference outlined in the relevant Secretary-General's bulletins ([ST/SGB/2005/22](#) and [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#)), through the administration of the annual financial disclosure programme, the provision of guidance and confidential ethics advice (including pre-appointment disclosure reviews for senior appointments and through the ethics helpline), the conduct of ethics briefings and outreach, and the fulfilment of the Ethics Office's responsibilities regarding the protection against retaliation policy, and by ensuring policy support and coherence of ethical standards;
 - (c) Identify risks in staff engagement in outside activities, in particular in terms of potential conflicts of interest and their impact on the Organization;

- (d) Foster a shared understanding of the revised standards of conduct for the international civil service (expected to be completed by 2024) through the Ethics Network of Multilateral Organizations member entities affiliated with CEB;
 - (e) Support the Organization's overall strategy on risk management, including identifying and mitigating personal and organizational conflicts of interest through the financial disclosure programme and the provision of advice, and, upon request, work with the various owners of the risks identified in the enterprise risk registry in updating and implementing their response plans;
 - (f) Communicate and demonstrate the availability of measures for protection against retaliation, by continuously working within the Secretariat (with the Department of Global Communications, OIOS and the Department of Management Strategy, Policy and Compliance) and throughout the United Nations system through outreach activities.
- 1.332 The above-mentioned work is expected to result in:
- (a) Greater public trust in the integrity of the Organization through the financial disclosure exercise, retaining the foundational defence for the Organization from personal conflicts of interest and potential reputational damage;
 - (b) Awareness among a greater number of staff of ethical standards and practices and of provisions for protection against retaliation;
 - (c) Enhanced organizational culture of integrity, transparency and accountability.
- 1.333 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) Staff continue to avail themselves of the services provided by the Ethics Office;
 - (b) Financial disclosure statements from staff are submitted to the Ethics Office in a timely manner;
 - (c) All necessary documentation is provided by staff when seeking protection against retaliation;
 - (d) The security and public health situations in duty stations will allow for in-person outreach missions, when required.
- 1.334 With regard to cooperation with other entities at the global, regional, national and local levels, the Ethics Office expects to participate in the 2024 annual meeting of the Ethics Network of Multilateral Organizations.
- 1.335 With regard to inter-agency coordination and liaison, the Director of the Ethics Office will continue to chair and provide functional leadership to the Ethics Panel of the United Nations to increase coherence in the work of member ethics offices, as reflected in Secretary-General's bulletins [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#). The Office will continue to engage with the Ethics Network of Multilateral Organizations member entities affiliated with CEB in the interest of ethics policy coherence and to promote protection against retaliation in the United Nations system. It will also continue to administer the financial disclosure requirements of those system entities that have opted to outsource this requirement to the Secretariat's Ethics Office. It will further continue to review contested matters by the staff of the separately administered organs and programmes of the Ethics Panel.
- 1.336 The Ethics Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It disaggregates its service data by gender, where possible. The Ethics Office has received more enquiries from women consistently over the years and has responded to them. As a practice, and when funds allow, outreach mission teams of the Ethics Office will continue to be in pairs and gender-balanced. Subject to demand from requesting entities, the Ethics Office will provide gender-disaggregated information.

Impact of the pandemic and lessons learned

- 1.337 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates. In particular, the Ethics Office continued to host some outreach sessions in a hybrid format to complement in-person visits to various duty stations, which were resumed in 2022.
- 1.338 The Ethics Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including the digitization of existing paper-based programme records. The Ethics Office, with the support of the Office of Information and Communications Technology, developed an integrated case database for more efficient case-tracking and record management. Moreover, building on good practices established during the pandemic, the Office will continue to conduct tailored, hybrid interactive thematic workshops to respond to the distinctive needs of clients and duty stations. While virtual modes were useful in ensuring the continued provision of support during the pandemic, it was found to be less effective than in-person engagement, which prompts more active interaction and engagement by staff by providing a space wherein staff can safely address concerns and queries.

Programme performance in 2022

United Nations staff have access to interactive resources on ethics standards

- 1.339 The Ethics Office has devised various outreach communication tools to implement the Office's communication strategy since early in 2020, which coincided with the outbreak of the COVID-19 pandemic. The Ethics Office assessed needs and delivered tailored responses through various tools, including pre-mission surveys and interactive workshops on themes of interest identified through the surveys. Closer interaction with the field and other duty stations further informed the Ethics Office of the needs of staff members, including the need to gain more frequent and better targeted information on ethical standards and on available protections against retaliation for having reported misconduct or cooperated with a duly authorized audit or investigation. On these grounds, the Ethics Office launched in 2022 its own intranet page through iSeek, where the staff can find relevant information and interactive resources.
- 1.340 Progress towards the objective is presented in the performance measure below (see table 1.139).

Table 1.139

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
8 United Nations entities responded to pre-mission survey addressing entity-specific challenges and priority issues	United Nations staff engage in 66 sessions, including town hall meetings and thematic, interactive sessions focused on the specific needs of their entity	United Nations staff have access to relevant information and interactive resources through the iSeek page of the Ethics Office regarding ethical standards of the Organization and available protections against retaliation for having reported misconduct or cooperated with a duly authorized audit or investigation. Since its launch, staff have interacted through approximately 3,000 page views

Planned results for 2024

Result 1: strengthened ethical awareness in a complex and changing work environment

Programme performance in 2022 and target for 2024

- 1.341 The Ethics Office's work contributed to strengthened ethical awareness among 37,402 United Nations personnel through the successful delivery of the 2022 Leadership Dialogue on "Living the United Nations Values: what this means in practice for each of us", which met the planned target.
- 1.342 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.140).

Table 1.140

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Access to ethics outreach sustained and enhanced during the COVID-19 pandemic through online remote sessions	Strengthened ethical awareness of staff through 191 outreach sessions (a 63 per cent increase compared with 2020), including issue-specific workshops and training based on specific identified needs, with a 100 per cent satisfaction rating of "excellent" or "good" by participating staff	Strengthened ethical awareness among 37,402 United Nations personnel through the 2022 Leadership Dialogue "Living the United Nations Values: what this means in practice for each of us"	Mitigated ethical risks of personal use of social media through increased awareness of staff	United Nations field personnel have access to increased number of tailored support sessions to improve their ethical awareness

Result 2: coherent ethical standards and their consistent application

Programme performance in 2022 and target for 2024

- 1.343 The Ethics Office's work contributed to the creation of the Ethics Network of Multilateral Organizations member entities affiliated with CEB in order to foster a common understanding of ethical standards within the United Nations system and a common response to emerging ethical challenges. The work also contributed to the participation of the Secretariat and the Ethics Panel of the United Nations in the ongoing International Civil Service Commission (ICSC) review of the standards of conduct for the international civil service, which did not meet the planned target of enhanced consistency in ethics-related policies through a review of the standards of conduct and other relevant policies. The target could not be met because the review, which commenced in November 2022, is ongoing.
- 1.344 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.141).

Table 1.141
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Enhanced consistency in ethics-related provisions, through a review of the key relevant Secretary-General's bulletins, such as ST/SGB/2017/2/Rev.1	Increased understanding of United Nations system entities on the application of ethical standards and practices	CEB Ethics Network of Multilateral Organizations member entities affiliated with CEB created Participation of the Secretariat and the Ethics Panel of the United Nations in the ICSC review of the standards of conduct for the international civil service	Strengthened coherence in the development and application of ethical standards in the Secretariat and other United Nations entities of the Ethics Panel of the United Nations	The Secretariat and other United Nations entities of the Ethics Panel of the United Nations conduct a systematic review and update of policies outlining ethical standards against the updated ICSC standards of conduct

Result 3: reduced ethical risks arising from the conduct of outside activities

Proposed programme plan for 2024

- 1.345 There has been an increasing volume of requests for advice on outside activities. While staff may choose to engage in social and charitable outside activities, those outside activities that involve leadership and policy-making roles for outside entities require expert conflict-of-interest advice and prior approval. Such advice ensures that the proposed activities are not in conflict with a staff member's official duties, incompatible with his or her status of an international civil servant or against the interest of the United Nations, nor contravene local laws. The Ethics Office provides ethics advice on outside activities in line with its mandate.

Lessons learned and planned change

- 1.346 The lesson for the Ethics Office was the need to provide timely, comprehensive and consistent advice to staff, both individually and in groups, on outside activities in an increasingly complex, changing environment. The Ethics Office continues to receive a high number of advice requests on outside activities. In applying the lesson, the Ethics Office will develop and facilitate the delivery of the 2023 Leadership Dialogue to enhance understanding among personnel of ethical considerations surrounding the personal use of social media, with practical guidance on its appropriate use. The Ethics Office will also facilitate greater inter-agency collaboration and coordination to ensure that requests for advice on complex cases of outside activities are effectively addressed in a harmonized and timely manner.

Table 1.142

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
United Nations system-wide personnel have access to coherent advice on political activities during the COVID-19 pandemic	United Nations personnel engage in scenario-based exercises on actual and potential day-to-day ethical challenges, including conflicts of interest, through interactive workshops	United Nations personnel request and receive advice on outside activities (414 queries)	Engagement by United Nations leadership and personnel on the personal use of social media, through the 2023 Leadership Dialogue	Ethics Panel of the United Nations and the Ethics Network of Multilateral Organizations member entities affiliated with CEB develop common guidance on outside activities

Legislative mandates

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

General Assembly resolutions

60/1	2005 World Summit Outcome (para. 61 (d))	63/250; 71/263; 77/278	Human resources management
60/248	Special subjects relating to the proposed programme budget for the biennium 2006–2007	70/305	Revitalization of the work of the General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations		

Deliverables

1.348 Table 1.143 lists all deliverables of the Ethics Office.

Table 1.143

Ethics Office: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General to the General Assembly on the activities of the Ethics Office	1	1	—	—
2. Report of the Ethics Office to the General Assembly on its activities of the Ethics Office	—	—	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	3	3	3	3
4. Meetings of the Fifth Committee	3	3	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice, guidance and technical assistance to staff on the United Nations standards of conduct and ethics issues.				

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

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
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D. Communication deliverables

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

Digital platforms and multimedia content: website and social media.

E. Enabling deliverables

Internal justice and oversight: management of financial disclosure and declaration of interest statements at a 100 per cent compliance rate and coordination for assessment under the financial disclosure programme; expert advice to staff on the United Nations standards of conduct and ethics issues; and protection of staff members against retaliation for reporting misconduct or cooperation in duly authorized audits or investigations.

B. Proposed post and non-post resource requirements for 2024

Overview

1.349 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.144 to 1.146.

Table 1.144

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	1 664.0	1 850.6	—	—	—	—	—	1 850.6
Other staff costs	3.9	38.5	—	—	—	—	—	38.5
Consultants	—	16.8	—	—	(4.9)	(4.9)	(29.2)	11.9
Travel of staff	23.0	27.4	—	—	—	—	—	27.4
Contractual services	370.5	407.0	—	—	4.9	4.9	1.2	411.9
General operating expenses	6.2	23.0	—	—	—	—	—	23.0
Supplies and materials	0.1	4.8	—	—	—	—	—	4.8
Furniture and equipment	2.9	—	—	—	—	—	—	—
Total	2 070.6	2 368.1	—	—	—	—	—	2 368.1

Table 1.145

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)
Proposed for 2024	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)

Table 1.146

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	2	—	—	—	—	2
P-3	2	—	—	—	—	2
P-2/1	1	—	—	—	—	1
Subtotal	7	—	—	—	—	7

Part I Overall policymaking, direction and coordination

Category and grade	Changes				Total	2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other		
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	1	—	—	—	—	1
Subtotal	2	—	—	—	—	2
Total	9	—	—	—	—	9

1.350 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.147 to 1.149 and figure 1.XXX.

1.351 As reflected in tables 1.147 (1) and 1.148 (1), the overall resources proposed for 2024 amount to \$2,368,100 before recosting and reflect no change compared with the appropriation for 2023.

Table 1.147

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Programme of work	2 070.6	2 368.1	–	–	–	–	–
Subtotal, 1	2 070.6	2 368.1	–	–	–	–	–

(2) *Other assessed*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	1 090.8	1 063.7	71.2	6.7	1 134.9
Subtotal, 2	1 090.8	1 063.7	71.2	6.7	1 134.9

(3) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	826.7	1 172.1	–	–	1 172.1
Subtotal, 3	826.7	1 172.1	–	–	1 172.1
Total	3 988.1	4 603.9	71.2	1.5	4 675.1

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

Table 1.148

Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2023 approved</i>	<i>Changes</i>				<i>2024 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Programme of work	9	–	–	–	–	9
Subtotal, 1	9	–	–	–	–	9

(2) *Other assessed*

<i>Component</i>	<i>2023 estimate</i>	<i>Change</i>	<i>2024 estimate</i>
Programme of work	3	–	3
Subtotal, 2	3	–	3
Total	12	–	12

Table 1.149

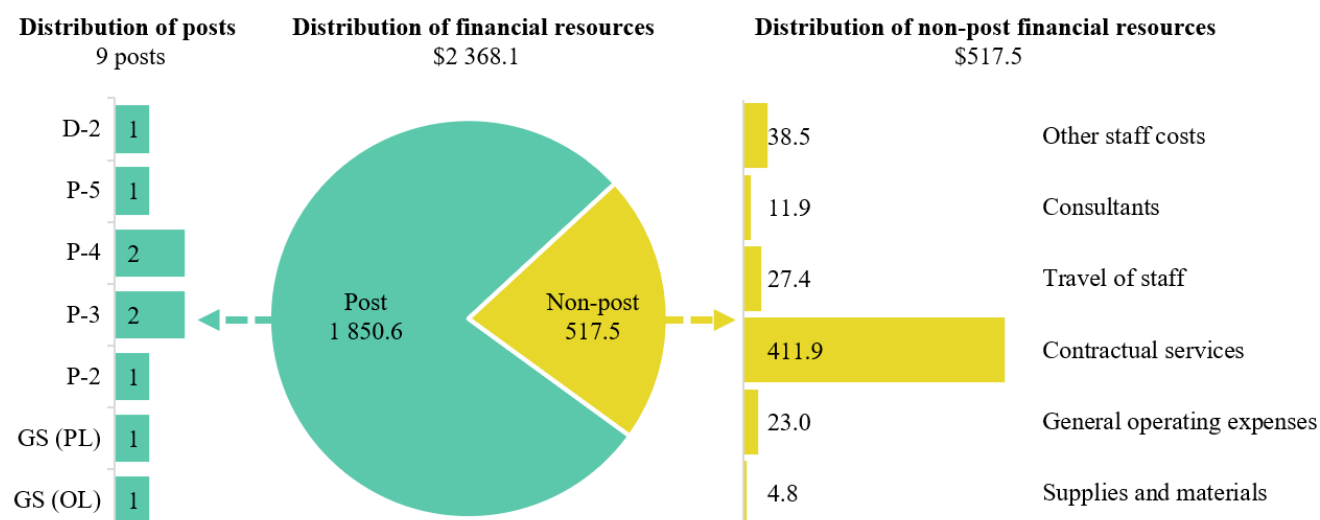
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 664.0	1 850.6	—	—	—	—	—	1 850.6
Non-post	406.6	517.5	—	—	—	—	—	517.5
Total	2 070.6	2 368.1	—	—	—	—	—	2 368.1
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		2	—	—	—	—	—	2
Total		9	—	—	—	—	—	9

Figure 1.XXX
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 1.352 As reflected in tables 1.147 (2) and 1.148 (2), other assessed resources amount to \$1,134,900 and would provide for three posts and be utilized to provide support to staff in the field to achieve full compliance with expected standards of conduct. The increase of \$71,200 compared with the estimate for 2023 reflects mainly provisions for the engagement of a consulting firm with expertise to continue the independent review of staff files in connection with the financial disclosure programme, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).
- 1.353 As reflected in table 1.146 (3), extrabudgetary resources amount to \$1,172,100. The resources would complement regular budget resources and would support the delivery of its mandates. The resources would also cover the administration of the financial disclosure programme for staff funded from extrabudgetary resources.
- 1.354 The extrabudgetary resources under the present section are subject to the oversight of the Ethics Office, which has delegated authority from the Secretary-General.
- 1.355 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.150. The Ethics Office will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.150
Compliance rate

(Percentage)

	Actual 2020	Actual 2021	Actual 2022	Planned 2023	Planned 2024
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	100	100	100	100

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

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.356 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in table 1.151.

Table 1.151

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Consultants	113.5	112.6	—	4.4	—	4.4	3.9	117.0
Contractual services	1.5	—	—	1.6	—	1.6	—	1.6
Total	115.0	112.6	—	6.0	—	6.0	5.3	118.6

Explanation of variances by factor

Overall resource changes

New and expanded mandates

- 1.357 As reflected in table 1.151, resource changes reflect an increase of \$6,000 under consultants and contractual services, and would provide for the continuation of the planned scope of any further inquiry or investigation, in accordance with General Assembly resolution [77/252](#).

XIII. Resident coordinator system

Foreword

Over the course of 2024, continued investment will remain vital to strengthening the pivotal role of the resident coordinator system in enabling an effective response from the United Nations system to the needs of countries, especially amid the lingering and disproportionate socioeconomic impacts of the COVID-19 pandemic in developing countries, the rising challenges of climate change and the cascading effects of various armed conflicts throughout the globe. Against a backdrop of pressing and overlapping development challenges, the resident coordinator system will continue to play an essential role in ensuring that the United Nations development system collaborates more effectively and delivers tailored solutions to the needs of various countries to accelerate action towards the achievement of the Sustainable Development Goals and leaving no one behind.

Investment in the reinvigorated resident coordinator system has enabled effective leadership for 130 United Nations country teams, supported by enhanced capacities in resident coordinator offices and by Development Coordination Office teams at the regional and global levels. This has led to more high-quality, integrated policy and programming, increasing the coherence and effectiveness of United Nations team responses to national priorities. In this context, the resident coordinator system will continue to convene, mobilize and support United Nations entities, Governments, donors and all stakeholders in building broad coalitions of partners for Sustainable Development Goal solutions and financing.

The difference that the resident coordinator system makes to catalyse development impact to improve the lives of people can be realized only to the extent that the system is enabled to do so. Accordingly, adequate, predictable and sustainable funding for the resident coordinator system is imperative for the consistent achievement and maintenance of tangible outcomes from investment. As we work to ensure a more suitable funding formula for the resident coordinator system, we continue to count on the support of all Member States.

(Signed) Oscar **Fernandez-Taranco**
Assistant Secretary-General for Development Coordination

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

- 1.358 General Assembly resolution [72/279](#) on the repositioning of the United Nations development system and the Economic and Social Council segment on operational activities for development guide the scope and implementation of the activities of the resident coordinator system. In line with resolutions [72/279](#) and [76/4](#), the substantive mandates of the resident coordinator system are derived from the 2030 Agenda for a more prosperous world for people and the planet. The management of the resident coordinator system rests with the Development Coordination Office, with resident coordinators reporting directly to the Secretary-General. Resident coordinators are the designated representatives of the Secretary-General for development operations at the country level. At the heart of the resident coordinator system are 130 resident coordinators leading 130 United Nations country teams operating in 162 countries and territories.

Programme of work

Objective

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

Strategy and external factors for 2024

- 1.360 To contribute to the objective, the resident coordinator system will scale up partnerships-driven development support to national Governments in order to implement the 2030 Agenda by strengthening the design and implementation of United Nations Sustainable Development Cooperation Frameworks. Specifically, the resident coordinator system will:
- (a) Build a cadre of resident coordinators whose skills are tailored to various development contexts and increase the diversity in the resident coordinator cohort, including geographical representation, professional background and language skills;
 - (b) Support United Nations country teams in delivering individual and collective results, supported by the Development Coordination Office at the global and regional levels, to equip them with the capacities and resources required;
 - (c) Develop, as requested, global policy and guidelines in support of the United Nations Sustainable Development Group and its subsidiary groups and task teams;
 - (d) Utilize online platforms, websites and reporting, including the annual United Nations country results reports, to increase the availability of information on and raise awareness of the resident coordinator system and United Nations development system efforts and activities to support the 2030 Agenda and the decade of action for the Sustainable Development Goals at the global, regional and national levels;
 - (e) Continue to roll out a revamped UN-Info, with improvements in data quantity, quality and applications, as the central platform for transparency and data relating to results achieved in

implementing United Nations Development Assistance Frameworks and United Nations Sustainable Development Cooperation Frameworks;

- (f) Accelerate the implementation of business operations strategies and the consolidation of local and global operational functions into common back offices and global shared services, and expand the number of common premises to ensure greater efficiencies at the national level;
- (g) Continue to leverage catalytic funding provided by the Joint Sustainable Development Goals Fund to expand opportunities under its two primary outcome areas of promoting integrated policy and leveraging financing ecosystems and catalytic investment for the Sustainable Development Goals. Aligned with these two outcomes, the Fund will launch dedicated financing vehicles regarding key thematic priorities with cross-organizational and cross-sectoral synergies for the 2030 Agenda, including food systems, climate action and energy, digital transformation, decent jobs and universal social protection, Goal localization, solutions to internal displacement and transforming education, under the leadership of the resident coordinators and based on the specific needs of the United Nations country teams and in coordination with thematic inter-agency coordination mechanisms;
- (h) In line with intergovernmental commitments, support Member States in addressing and proactively managing risks and in taking preventive action vis-à-vis increasing and compounding actual, anticipated and unforeseen crises, including health emergencies, cost-of-living pressures and the impact of other global crises. This approach will be anchored firmly within the United Nations Sustainable Development Cooperation Frameworks.

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

- (a) A stronger convening role for the broad system of development stakeholders, to offer countries interdisciplinary, coherent and future-informed policy solutions to advance the achievement of the Sustainable Development Goals;
- (b) A coherent and transparent approach to development operations at the national, regional and global levels, including consistent implementation of system-wide priorities, policies and approaches across United Nations Sustainable Development Group entities;
- (c) Strengthened partnerships to accelerate the progress made by Member States in the attainment of the Sustainable Development Goals, including by attracting and leveraging public and private financing for the Goals;
- (d) Increased financial resources and effectiveness for United Nations programme implementation through reduced costs and the increased agility of the United Nations development activities;
- (e) The safeguarding of lives and livelihoods by continuing to address the socioeconomic and long-term impacts of multiple and interlocking crises, with attention given to those hit hardest.

1.362 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:

- (a) Adequate donor funding for the resident coordinator system, as well as for the Joint Sustainable Development Goals Fund and other key pooled funds;
- (b) Continued engagement by Member States on the funding compact and the implementation of related commitments to ensure that the quality and quantity of funding allows the United Nations development system to maximize its comparative advantages and further incentivize United Nations coherence and unity of purpose;

1.363 With regard to inter-agency coordination and liaison, the resident coordinator system will continue to serve as the secretariat to the United Nations Sustainable Development Group and will continue to actively coordinate member United Nations entities at the principal, director and technical levels. The resident coordinators will continue to lead United Nations country teams in supporting national plans and priorities.

1.364 With regard to cooperation with other entities at the global, regional, national and local levels, the resident coordinator system will continue to work closely with Member States, United Nations

development entities, Secretariat entities, including peacekeeping and special political missions, international financial institutions and civil society partners, to advance the Sustainable Development Goals and the 2030 Agenda.

- 1.365 The resident coordinator system integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The resident coordinator system will continue to strengthen the dedicated outcome on gender equality and will help United Nations country teams to: (a) report on the gender equality marker to track planned or actual investment for gender equality and the empowerment of women; and (b) advance gender-responsive achievement of the Sustainable Development Goals.
- 1.366 In line with the United Nations Disability Inclusion Strategy, the resident coordinator system will focus on implementation of the Strategy across the resident coordinator system and support United Nations country teams in implementing and reporting on the Strategy, building on the 100 per cent reporting rate achieved in 2022.

Impact of the pandemic and lessons learned

- 1.367 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular the use of virtual technology to conduct some of the resident coordinator system's activities that would ideally be done in person, including stakeholder engagement and capacity-building activities.
- 1.368 The Development Coordination Office continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including adopting innovative approaches and online communication tools and building staff capacities to improve the quality of virtual engagements within the resident coordinator system and its collaboration with United Nations development system entities. The Office will continue to leverage these approaches in 2024, as appropriate.

Evaluation activities

- 1.369 The following evaluations completed in 2022 have guided the proposed programme plan for 2024:
 - (a) An OIOS evaluation of the Development Coordination Office regional support;
 - (b) 12 evaluations under the United Nations Development Assistance Framework and United Nations Sustainable Development Cooperation Framework, including 8 in the Africa region, 3 in the Asia and the Pacific region and 4 in the Latin America and the Caribbean region. To date, a final report has been published on five of these.
- 1.370 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2024. For example, recent findings suggest that, robust evaluation guidelines notwithstanding, insufficient evaluation capacities at the global, regional and country level and the lack of a culture of evaluation continue to be a challenge. The direct support and engagement of the Development Coordination Office with individual United Nations Sustainable Development Cooperation Framework evaluations has increased the quality and relevance of the final evaluation reports. The Office will continue to advocate sufficient budgeting for planned Cooperation Framework evaluations and their use to inform the design of new planning instruments. The Office will also increase its in-country support through well-resourced and in-person training aimed at improving the evaluation processes and the quality of final evaluation reports.
- 1.371 A total of 33 United Nations Sustainable Development Cooperation Framework evaluations, namely, 10 in the Africa region, 2 in the Arab States region, 4 in the Asia and the Pacific region, 12 in the Europe and Central Asia region and 5 in the Latin America and the Caribbean region, are planned for 2024.

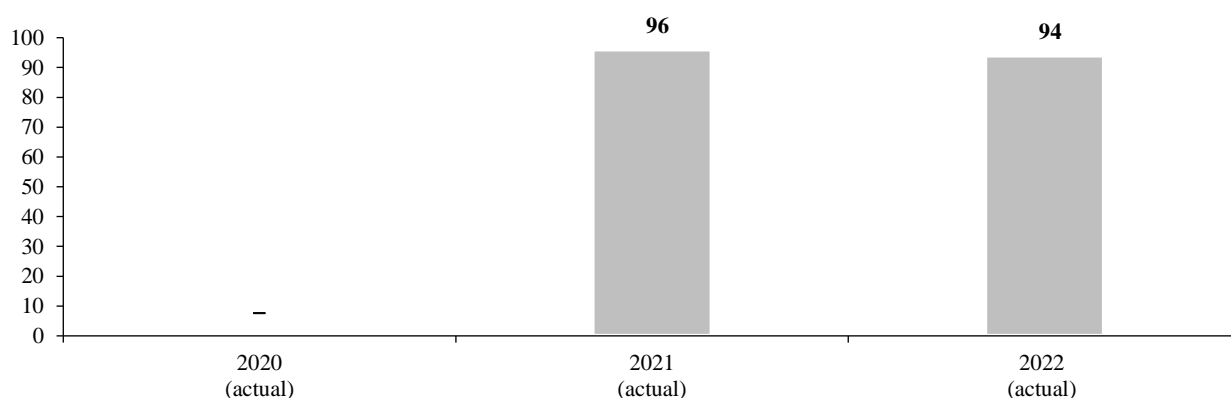
Programme performance in 2022

Improved aid effectiveness for Sustainable Development Goal advancement and alignment of United Nations system development activities to national priorities

- 1.372 Through the leadership of resident coordinators, the new generation of United Nations Sustainable Development Cooperation Frameworks were produced, and they ensure a greater alignment of the work of the United Nations with that of national development strategies to advance the achievement of the Sustainable Development Goals by countries, with the overarching objective of the eradication of poverty in all its forms and dimensions. The resident coordinators raised the ambition for United Nations support to address complex challenges, enabled access to United Nations expertise, including from specialized entities physically located outside the countries, and led increased collective work through joint programmes, supported by pooled funds. The focus on the systematized reporting of progress data through the common UN-Info platform has added greater transparency and accountability, contributing to improved programme country confidence.
- 1.373 Progress towards the objective is presented in the performance measure below (see figure 1.XXXI).

Figure 1.XXXI

Performance measure: percentage of programme country Governments that indicate that United Nations Sustainable Development Cooperation Frameworks enable United Nations responses to be better aligned to national priorities and Goal advancement



Planned results for 2024

Result 1: countries enabled to mitigate the effects of COVID-19

Programme performance in 2022 and target for 2024

- 1.374 The programme's work contributed to 115 joint workplans of existing and newly developed United Nations Sustainable Development Cooperation Frameworks (or existing United Nations Development Assistance Frameworks) – normally endorsed by the joint United Nations-Government steering committee – being updated to integrate COVID-19 socioeconomic recovery plans into longer-term United Nations programming frameworks. In Barbados, Indonesia, Rwanda, St. Lucia and Uzbekistan, the resident coordinators leveraged the Joint Sustainable Development Goals Fund to support adaptive and inclusive social protection programmes. In Rwanda, these programmes aligned with the national strategy for transformation, including the Rwandan economic recovery plan and the economic recovery fund, and helped to shape the national social protection response and recovery programme, which met the planned target.
- 1.375 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 1.152).

Table 1.152
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
The resident coordinator effectively leads the United Nations emergency development offer to Governments during the COVID-19 pandemic through United Nations socioeconomic response plans and analysis. These plans cover a short- to medium-term development response, paving the way for a more sustainable recovery towards achieving the Sustainable Development Goals	The resident coordinator and the United Nations country team implemented socioeconomic response plans, in alignment with the longer-term United Nations programming frameworks, adjusting programming across country contexts to ensure that COVID-19 recovery is an integral part of a country's development and Sustainable Development Goal strategy and, by the end of 2021, the response is folded into the joint workplans of the Cooperation Framework (or United Nations Development Assistance Frameworks, where appropriate)	115 joint workplans of existing and newly developed Cooperation Framework (or existing United Nations Development Assistance Frameworks), normally endorsed by the joint United Nations-Government steering committee, were updated to integrate COVID-19 socioeconomic response plans into longer-term United Nations programming frameworks	The resident coordinator and the United Nations country team provide effective support to Governments on achievement of the Sustainable Development Goals by including COVID-19 recovery into newly developed or adjusted ongoing Cooperation Frameworks, with an increasing focus on foresight and proactive risk management and prevention, in line with intergovernmental commitments	Governments receive structured and systematic guidance and support from United Nations country teams, including ideas, trends and risks about the future to anticipate and better prepare for change Cooperation Frameworks incorporate a foresight and proactive risk management approach for design and implementation

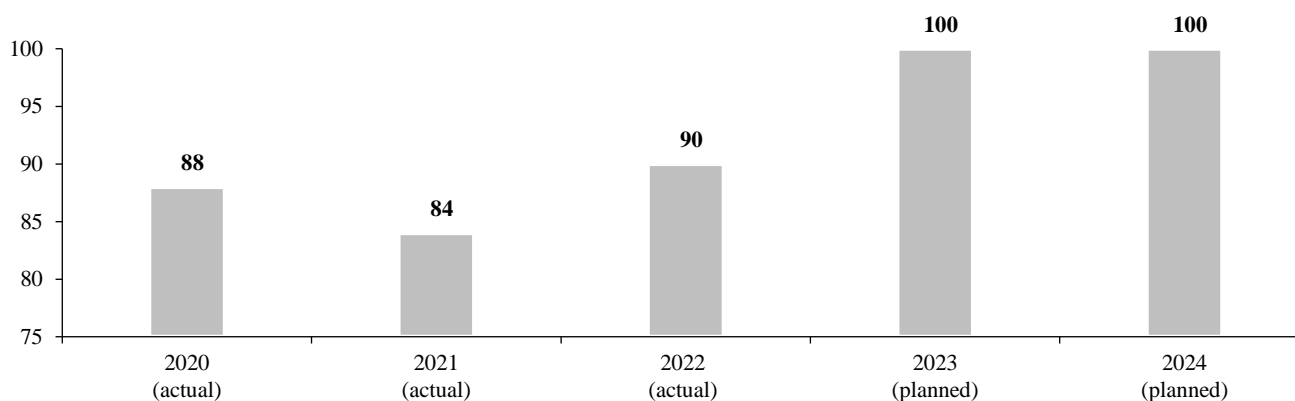
Result 2: countries access integrated advice on most transformational policy levers for achievement of the Sustainable Development Goals from the United Nations and relevant partners

Programme performance in 2022 and target for 2024

- 1.376 The programme's work contributed to 90 per cent of programme country Governments agreeing that the United Nations development system provides integrated policy advice tailored to national needs and priorities, which met the planned target.
- 1.377 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 1.XXXII).

Figure 1.XXXII

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



Result 3: improved transparency and accountability of United Nations country teams’ joint programmatic work on the ground

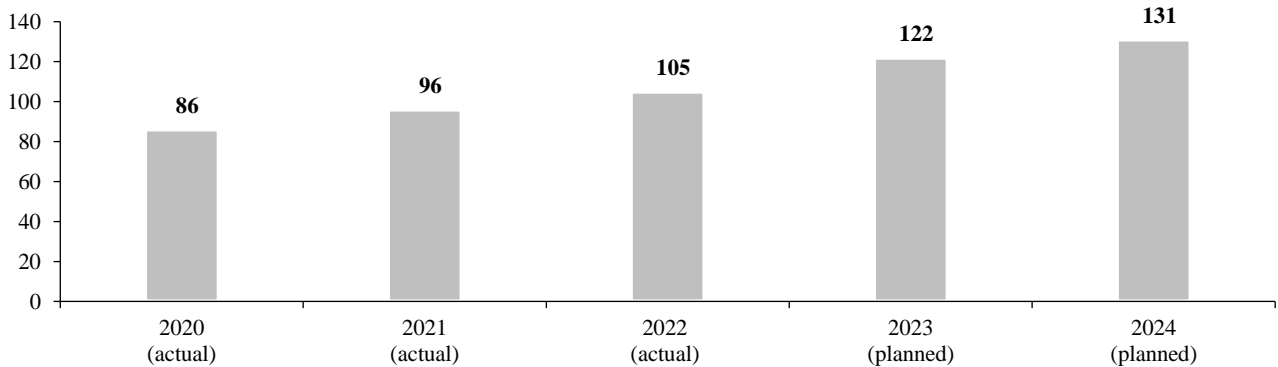
Proposed programme plan for 2024

- 1.378 Bolstering transparency and accountability has been a key initiative of the United Nations development system reform. The UN-Info digital coordination platform managed by the Development Coordination Office is an important tool for transparency and accountability efforts. It digitizes the operational activities of 130 United Nations country teams under the United Nations Sustainable Development Cooperation Framework and the business operations strategy, enabling United Nations country teams to have all their work done in country to implement the Cooperation Framework captured in one place and to jointly plan and identify synergies and efficiencies, as well as opportunities for joint programmes. Moreover, the UN-Info data feed 132 United Nations country team websites covering 33 languages, the global United Nations Sustainable Development Group website in all 6 official United Nations languages and the new Sustainable Development Group data portal, and the annual United Nations country results reports, including by making data visualization possible in a visually compelling way. Accordingly, it showcases how the United Nations supports Sustainable Development Goal achievement through the priorities agreed upon with the national Government. Going forward, covering all 130 United Nations country teams globally through UN-Info, improving the quality of data and further adding value to United Nations entities and external stakeholders is a priority. Similarly, country-level results will be increasingly aggregated at the global level through the reporting against a minimum set of global, quality-assured indicators to measure the United Nations system-wide contribution to the achievement of the Goals.

Lessons learned and planned change

- 1.379 The key lesson learned in the journey to bolster transparency and accountability is that buy-in from the United Nations country team leadership is necessary to bolster the quality of the country teams’ data available publicly on global and national platforms. In applying the lesson, the resident coordinator system will strengthen technical support to the 130 United Nations country teams to ensure that the United Nations development system entities prioritize UN-Info development data, including their quality assurance, as part of their regular planning. The aggregation of country-level results at the global level through a minimum set of indicators will help to improve the transparency and accountability of the United Nations system-wide contribution to the achievement of the Sustainable Development Goals to key stakeholders, in particular the people whom the United Nations serves.
- 1.380 Expected progress towards the objective is presented in the performance measure below (see figure 1.XXXIII).

Figure 1.XXXIII
Performance measure: number of United Nations country team joint workplans showcased through UN-Info



Legislative mandates

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

General Assembly resolutions

70/1	Transforming our world: the 2030 Agenda for Sustainable Development		of operational activities for development of the United Nations system
71/243; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/238; 77/184	Operational activities for development of the United Nations system
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review	76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement

Economic and Social Council resolutions

2019/15; 2020/23; 2022/25	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
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Deliverables

1.382 Table 1.153 lists all deliverables of the programme.

Table 1.153

Resident coordinator system: deliverables for the period 2022–2024, by category and subcategory

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office, including on the contribution of the United Nations Sustainable Development Group to the Sustainable Development Goals	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	323	327	316	336
4. Common country analyses (new or annual update) to inform United Nations planning, programming and contribution to country-level implementation of the 2030 Agenda for Sustainable Development	131	104	131	132
5. United Nations country team reports to the universal periodic review	48	76	45	38
6. Evaluations of United Nations Sustainable Development Cooperation Frameworks	12	14	8	33
7. Annual reports on joint United Nations country team results	131	132	131	132
8. Annual consolidated progress report on the Joint Sustainable Development Goals Fund	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with Member States, regional organizations and the private sector on common action in support of development cooperation frameworks; and approximately 6 substantive briefings to Member States.				
D. Communication deliverables				
Digital platforms and multimedia content: UN-Info for use by partners as the central platform for transparency and data relating to the United Nations Sustainable Development Cooperation Framework results.				
Outreach programmes, special events and information materials: the Joint Sustainable Development Goals Fund will develop and launch at least 2 thematic windows to promote and finance thematic Sustainable Development Goal transformations.				
E. Enabling deliverables				
Administration: occupational health and safety for United Nations personnel and dependents; support for the design and implementation of the business operations strategies, common back offices, global shared services and common premises; timely issuance of Secretary-General's delegation of authority to newly appointed resident coordinators and monitoring of accountability key performance indicators; and monitoring and effective implementation of the most recent management and accountability framework of the United Nations development and resident coordinator system.				
Legal services: negotiation on and conclusion of the legal framework to create an authorizing environment for the reinvigorated resident coordinator system with host countries.				

B. Proposed post and non-post resource requirements for 2024

Overview

- 1.383 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in table 1.154.

Table 1.154

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Grants and contributions ^a	13 442.5	13 442.5	–	–	–		–	–	13 442.5
Total	13 442.5	13 442.5	–	–	–		–	–	13 442.5

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

- 1.384 Pursuant to General Assembly resolution [72/279](#), the resident coordinator system is funded through a 1 per cent coordination levy on tightly earmarked non-core contributions to United Nations system development-related activities, a cost-sharing arrangement among the entities of the United Nations Sustainable Development Group and voluntary contributions. In 2024, the Secretariat share of the cost-sharing arrangement for entities of the Sustainable Development Group will remain at \$13,442,500, proposed to be funded from the regular budget. This amount represents no change compared with the appropriation for 2023.
- 1.385 The methodology for the calculation of the participating entity share and the amount for each participating entity is reflected in the report of the Secretary-General on revised estimates relating to the resident coordinator system under section 1, Overall policymaking, direction and coordination ([A/73/424](#)). As requested by the General Assembly in its resolution [72/279](#), the cost-sharing methodology was reviewed in 2021 as part of a comprehensive review of the reinvigorated resident coordinator system, including its funding arrangements.
- 1.386 In line with the requests of the General Assembly, in its resolutions [72/279](#) and [77/262](#), to the Secretary-General to report annually to the Economic and Social Council at its operational activities for development segment on the implementation of the reinvigorated resident coordinator system, including its funding, to ensure accountability towards Member States, the Secretary-General has and continues to report annually to the Council on the implementation of the reinvigorated resident coordinator system, including its funding, to ensure accountability towards Member States. In April 2023, the Secretary-General submitted his report on the implementation of resolution [75/233](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system ([A/78/72-E/2023/59](#)). In that report, the Secretary-General indicated his intention to request the Assembly, in a dedicated report in the second half of 2023, to reconsider the financing options put forward in the 2021 report entitled “Review of the functioning of the resident coordinator system: rising to the challenge and keeping the promise of the 2030 Agenda” ([A/75/905](#)).
- 1.387 For 2024, resources for the resident coordinator system include the special purpose trust fund and the locally mobilized resources. Under the special purpose trust fund, the resident coordinator system expects to generate a total of \$281.8 million of pooled funding, comprising \$155 million from voluntary contributions, \$77 million from the cost-sharing arrangement and \$50 million from the 1 per cent coordination levy. The distribution of the resources is reflected in tables 1.155 and 1.56. Under the locally mobilized resources, the resident coordinator system anticipates \$8.4 million of earmarked contributions to be received at the country level for activities financed by third parties

that are mobilized locally for functions that go beyond the core focus of the special purpose trust fund (reflected in table 1.155 under the country coordination component).

Overview of resources of the resident coordinator system

Table 1.155

Financial resources by component

(Thousands of United States dollars)

(a) Special purpose trust fund

Component	2022 expenditure	2023 estimate	Changes		2024 estimate
			Total	Percentage	
A. Executive direction and management	3 566.2	4 092.6	550.8	13.5	4 643.4
B. Programme of work					
1. Global coordination	14 465.6	16 466.4	(1 525.8)	(9.3)	14 940.6
2. Regional coordination	9 923.1	10 388.5	1 933.1	18.6	12 321.6
3. Country coordination	187 281.2	239 723.9	1 110.6	0.5	240 834.5
Subtotal, B	211 669.9	266 578.8	1 517.9	0.6	268 096.7
C. Programme support	10 398.7	11 155.0	(2 068.7)	(18.5)	9 086.3
Total	225 634.8	281 826.4	–	–	281 826.4

(b) Locally mobilized resources

Component	2022 expenditure	2023 estimate	Changes		2024 estimate
			Total	Percentage	
Country coordination	1 046.9	9 217.3	(809.0)	(8.8)	8 408.3
Total	1 046.9	9 217.3	(809.0)	(8.8)	8 408.3

Table 1.156
Financial resources by object of expenditure (special purpose trust fund)

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 estimate	Changes		2024 estimate
			Total	Percentage	
Posts	144 543.4	177 338.0	(8 304.8)	(4.7)	169 033.2
Other staff costs	11 254.6	2 679.5	(1 574.6)	(58.8)	1 104.9
Hospitality	147.9	1 327.7	(220.8)	(16.6)	1 106.9
Consultants	7 634.6	20 410.2	2 523.3	12.4	22 933.5
Travel of staff	10 494.8	11 513.8	778.5	6.8	12 292.3
Contractual services	8 122.5	27 317.6	(195.9)	(0.7)	27 121.7
General operating expenses	38 515.8	34 738.2	9 094.2	26.2	43 832.4
Supplies and materials	428.2	2 112.4	(642.4)	(30.4)	1 470.0
Furniture and equipment	4 493.0	4 389.0	(1 457.5)	(33.2)	2 931.5
Total	225 634.8	281 826.4	–	–	281 826.4

- 1.388 The overall resource requirements for 2024 amount to \$281.8 million for the special purpose trust fund for the resident coordinator system.
- 1.389 Resource requirements of \$281.8 million under the special purpose trust fund for 2024 are estimated at the same level as 2023 and include cost-neutral redeployments among the objects of expenditure. The redeployments reflect mainly increases of \$9.1 million under general operating expenses to cover the increased costs of rental of premises, utilities and maintenance of facilities, \$2.5 million under consultants as a result of the planned development of resident coordinator leadership capacities and \$0.8 million under travel of staff in the light of the continued easing of global travel restrictions. The increases are offset by decreases in other objects of expenditure, primarily under posts (\$8.3 million), reflecting the application of updated standard costs for posts; other staff costs (\$1.6 million), resulting from the increased recruitment efforts and onboarding of staff; and furniture and equipment (\$1.5 million) and supplies and materials (\$0.6 million), owing mainly to the removal of non-recurrent costs relating to acquisitions made during 2023.
- 1.390 The locally mobilized resources in the amount of \$9.2 million are distributed across the following objects of expenditure: other staff costs (\$4.6 million); consultants (\$2.8 million); travel of staff (\$0.9 million); and general operating expenses (\$0.9 million).
- 1.391 The estimated number of posts for the special purpose trust fund in 2024 is reflected in table 1.157. The estimated number of posts reflects a net increase of 12 posts compared with the 2023 estimates.

Table 1.157
Post resources by component for 2024
 (Number of posts)

	Professional and higher									General Service and related		National staff		Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal	Principal level	Other level	National Professional Officer	Local level	
2023 estimates	–	3	47	79	115	172	27	–	443	8	5	413	404	1 273
2024 estimates														
A. Executive direction and management	–	1	1	–	5	3	4	–	14	2	1	–	–	17
B. Programme of work														
1. Global coordination	–	–	–	2	10	25	13	–	50	–	3	–	–	53
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	3	40	75	91	129	2	–	340	–	–	413	396	1 149
Subtotal, B	–	3	45	78	109	167	21	–	423	–	3	413	404	1 243
C. Programme support	–	–	–	1	3	11	3	–	18	6	1	–	–	25
Total 2024 estimates	–	4	46	79	117	181	28	–	455	8	5	413	404	1 285
Change	–	1	(1)	–	2	9	1	–	12	–	–	–	–	12

Table 1.158
Distribution of resources by component
 (Percentage)

Component	2023 estimate	2024 estimate
A. Executive direction and management	1.5	1.6
B. Programme of work		
1. Global coordination	5.8	5.3
2. Regional coordination	3.7	4.4
3. Country coordination	85.1	85.5
Subtotal, B	94.6	95.1
C. Programme support	4.0	3.2
Total	100.0	100.0

Budget by component

Executive direction and management

- 1.392 The proposed resources under executive direction and management would provide for the Office of the Assistant Secretary-General for Development Coordination. This Office provides strategic planning for the resident coordinator system, supports the Chair, Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of quadrennial comprehensive policy review implementation and progress-tracking. In addition, it is responsible for managing strategic partner relations and coordinating the engagement of the United

Nations development system with the Executive Committee/Deputies Committee mechanism and for providing oversight and strategic leadership of the Office of the Sustainable Development Group. The Assistant Secretary-General is responsible for the oversight of the 132 resident coordinator offices and the work of 123 Development Coordination Office staff. Two new posts were added under this component (1 P-5 and 1 P-3) to optimize and strengthen leadership capacities and functions, in particular in the areas of resource mobilization, intergovernmental relations and advocacy, as well as to optimize data and analytics capacities in line with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere. One P-4 post was also reclassified to a P-5 post to strengthen the efforts and meet the requirements of results-based management. The distribution of resources is reflected in tables 1.159 and 1.160.

- 1.393 The extrabudgetary resources under the present component are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

Table 1.159

Resource requirements: executive direction and management

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate
Post	3 313.0	4 060.5	747.5	15	17
Non-post	779.6	582.9	(196.7)	—	—
Total	4 092.6	4 643.4	550.8	15	17

Table 1.160

Requirements by object of expenditure: executive direction and management

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 estimate	2024 estimate	Variance
Posts	2 665.7	3 313.0	4 060.5	747.5
Other staff costs	477.7	298.4	88.2	(210.2)
Hospitality	—	8.0	8.6	0.6
Consultants	(17.5)	136.8	10.0	(126.8)
Travel of staff	166.4	158.1	180.4	22.3
Contractual services	16.6	6.5	27.0	20.5
General operating expenses	249.1	167.3	267.0	99.7
Supplies and materials	0.1	—	—	—
Furniture and equipment	8.1	4.5	1.7	(2.8)
Total	3 566.2	4 092.6	4 643.4	550.8

Programme of work

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

Table 1.161

Resource requirements: programme of work

(Thousands of United States dollars/number of posts)

	Resources			Posts	
	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate
Global coordination	16 466.4	14 940.6	(1 525.8)	46	53
Regional coordination	10 388.5	12 321.6	1 933.1	41	41
Country coordination	239 723.9	240 834.5	1 110.6	1 149	1 149
Total	266 578.8	268 096.7	1 517.9	1 236	1 243

Table 1.162

Requirements by object of expenditure: programme of work

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 estimate	2024 estimate	Variance
Posts	137 622.4	169 635.0	159 788.1	(9 846.9)
Other staff costs	9 791.1	1 649.8	780.2	(869.6)
Hospitality	147.9	1 319.7	1 098.3	(221.4)
Consultants	7 668.3	20 193.3	22 923.5	2 730.2
Travel of staff	10 059.7	11 200.7	12 058.6	857.9
Contractual services	7 528.5	27 287.8	27 030.0	(257.8)
General operating expenses	34 001.0	28 874.6	40 097.2	11 222.6
Supplies and materials	427.1	2 072.4	1 430.0	(642.4)
Furniture and equipment	4 423.9	4 345.5	2 890.8	(1 454.7)
Total	211 669.9	266 578.8	268 096.7	1 517.9

Global coordination

1.395 Under global coordination, branches and sections of the Development Coordination Office at Headquarters work with entities and mechanisms of the United Nations Sustainable Development Group to improve the strategic and operational coherence of operational activities for development by fostering system-wide approaches and providing coordinated and, where relevant, integrated policy and strategic guidance to United Nations country teams. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator System Leadership Branch, the Country Business Strategies Section and the Communications and Results Reporting Section. Seven posts were added under this component: four P-4 posts under the Communications and Results Reporting Section, in response to increasing demands for strategic communications and dynamic results reporting at the country, regional and global levels; and three P-4 posts under the Policy and Programming Branch to strengthen the Sustainable Development Goals transformation agenda and its key transitions and to further drive the implementation of the reform at the regional and country levels.

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

Table 1.163

Resource requirements: global coordination

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate
Post	10 082.5	12 352.9	2 270.4	46	53
Non-post	6 383.9	2 587.7	(3 796.2)	–	–
Total	16 466.4	14 940.6	(1 525.8)	46	53

Table 1.164

Requirements by object of expenditure: global coordination

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 estimate	2024 estimate	Variance
Posts	9 590.2	10 082.5	12 352.9	2 270.4
Other staff costs	956.4	1 041.9	297.8	(744.1)
Consultants	775.2	2 098.6	315.1	(1 783.5)
Travel of staff	412.8	724.0	255.4	(468.6)
Contractual services	413.9	1 277.9	920.4	(357.5)
General operating expenses	2 309.2	1 226.5	799.0	(427.5)
Supplies and materials	1.3	15.0	–	(15.0)
Furniture and equipment	6.6	–	–	–
Total	14 465.6	16 466.4	14 940.6	(1 525.8)

Regional coordination

1.397 The regional coordination function of the resident coordinator system focuses on overseeing and supporting the coherent and effective delivery of operational activities for development by resident coordinators and United Nations country teams through integrated policy programming and operational support, together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic and social commissions.

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

Table 1.165

Resource requirements: regional coordination

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate
Post	7 118.1	7 542.7	424.6	41	41
Non-post	3 270.4	4 778.9	1 508.5	–	–
Total	10 388.5	12 321.6	1 933.1	41	41

Table 1.166

Requirements by object of expenditure: regional coordination

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>
Posts	6 434.8	7 118.1	7 542.7	424.6
Other staff costs	1 348.0	607.9	482.4	(125.5)
Hospitality	–	24.0	11.9	(12.1)
Consultants	203.8	594.7	108.4	(486.3)
Travel of staff	717.5	919.9	3 566.1	2 646.2
Contractual services	88.8	194.2	129.6	(64.6)
General operating expenses	934.3	722.4	404.8	(317.6)
Supplies and materials	20.0	52.1	5.3	(46.8)
Furniture and equipment	175.9	155.2	70.4	(84.8)
Total	9 923.1	10 388.5	12 321.6	1 933.1

Country coordination

- 1.399 Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading United Nations development system support for the implementation of the 2030 Agenda at the country level. This is carried out in line with national priorities, needs and planning frameworks under the ownership and leadership of programme countries, in a coherent, coordinated and, where possible, integrated manner to maximize impact and sustainable development results.
- 1.400 The distribution of resources for country coordination is reflected in tables 1.167 and 1.168 (a) for resources under the special purpose trust fund and in table 1.168 (b) for resources under the locally mobilized resources.

Table 1.167

Resource requirements: country coordination (special purpose trust fund)

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>
Post	152 434.4	139 892.5	(12 541.9)	1 149	1 149
Non-post	87 289.5	100 942.0	13 652.5	–	–
Total	239 723.9	240 834.5	1 110.6	1 149	1 149

Table 1.168

Requirements by object of expenditure: country coordination

(Thousands of United States dollars)

(a) Special purpose trust fund

<i>Object of expenditure</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>
Posts	121 597.4	152 434.4	139 892.5	(12 541.9)
Other staff costs	7 486.7	—	—	—
Hospitality	147.9	1 295.7	1 086.4	(209.3)
Consultants	6 689.3	17 500.0	22 500.0	5 000.0
Travel of staff	8 929.4	9 556.8	8 237.1	(1 319.7)
Contractual services	7 025.8	25 815.7	25 980.0	164.3
General operating expenses	30 757.5	26 925.7	38 893.4	11 967.7
Supplies and materials	405.8	2 005.3	1 424.7	(580.6)
Furniture and equipment	4 241.4	4 190.3	2 820.4	(1 369.9)
Total	187 281.2	239 723.9	240 834.5	1 110.6

(b) Locally mobilized resources

<i>Object of expenditure</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>
Other staff costs	534.7	4 608.7	3 169.2	(1 439.5)
Consultants	297.3	2 765.2	—	(2 765.2)
Travel of staff	64.7	921.7	205.6	(716.1)
Contractual services	97.5	—	2 968.7	2 968.7
General operating expenses	51.8	921.7	1 847.5	925.8
Supplies and materials	0.6	—	138.6	138.6
Furniture and equipment	0.3	—	78.7	78.7
Total	1 046.9	9 217.3	8 408.3	(809.0)

Programme support

- 1.401 Programme support services are provided by the Resident Coordinator System Business Management Branch in the Development Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability for and oversight of the system. The Branch serves as the Executive Office of the Development Coordination Office and provides daily business services and administrative support to the Office at the global level, including on human resources, information technology, finance, travel, procurement and systems platform management. It is responsible for the development and oversight of and reporting on the Office's headquarters budget. The Branch manages the operational relationship with the service providers of the resident coordinator system. It advises and provides backstopping support on business services to the Office's regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results-based budgeting and regular reporting, including to the Fifth Committee. It is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system. The Branch is also responsible for policy guidance on management accountability and oversight support for the Office in coordination with other offices within the Secretariat. Three new P-4 posts were added to augment the management support function provided to the entire resident coordinator system, principally in the areas of

Section 1 Overall policymaking, direction and coordination

strengthening human resources capacities to effectively serve the resident coordinator system workforce and ensuring the mandated compliance and oversight functions.

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

Table 1.169

Resource requirements: programme support

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate
Post	4 390.0	5 184.6	794.6	22	25
Non-post	6 765.0	3 901.7	(2 863.3)	–	–
Total	11 155.0	9 086.3	(2 068.7)	22	25

Table 1.170

Requirements by object of expenditure: programme support

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 estimate	2024 estimate	Change
Posts	4 255.3	4 390.0	5 184.6	794.6
Other staff costs	985.8	731.3	236.5	(494.8)
Consultants	(16.2)	80.1	–	(80.1)
Travel of staff	268.7	155.0	53.3	(101.7)
Contractual services	577.4	23.3	64.7	41.4
General operating expenses	4 265.7	5 696.3	3 468.2	(2 228.1)
Supplies and materials	1.0	40.0	40.0	–
Furniture and equipment	61.0	39.0	39.0	–
Total	10 398.7	11 155.0	9 086.3	(2 068.7)

XIV. United Nations Youth Office

Foreword

Today's generation of young people is among the largest, most interconnected and most educated in history, accounting for nearly 1.9 billion people, or 1 in every 4 people globally, with close to 90 per cent of them living in developing countries and nearly 20 per cent living in least developed countries.

At the same time, young people are growing up at a time marked by profound challenges, from conflicts and climate change to persistent inequalities, inadequate education, youth unemployment and the coronavirus disease (COVID-19) pandemic. For example, 244 million children and young people do not have access to education and, slight improvements notwithstanding, the total global number of unemployed young people is estimated to reach 73 million in 2022, 6 million above the pre-pandemic level. Moreover, while digital learning and remote working are now common, 2.2 billion children and young people worldwide do not have access to the Internet at home.

A total of 42 per cent of all forcibly displaced people are under the age of 18. Some 600 million people live in conflict-affected areas, and in many conflict-affected settings young people comprise 60 per cent of the population. Across all these areas, girls and young women are often disproportionately affected, with opportunities even harder to have access to.

However, young people are not passively accepting the world as it is. Instead, they are actively taking the lead in changing it, as innovators, activists and voices of progress. Online, in their communities and in the streets, they are championing the values of equity, justice and international cooperation and demanding that leaders act now to build a better world for all and to protect our planet.

Young people are a key demographic segment for advancing the principles and purposes of the Charter of the United Nations. They play an important role in the promotion of peace and security, sustainable development and human rights, and when meaningfully engaged as full-fledged partners they bring the innovative ideas, expertise and unwavering optimism needed to help us get the world back on track to secure a better future for all.

The establishment of the United Nations Youth Office through General Assembly resolution [76/306](#) will further elevate the global profile of the youth agenda and institutionalize efforts on young people in the United Nations system. The Youth Office will work to further strengthen the ability of the United Nations system to meaningfully engage young people in its work and to coordinate the United Nations system's overall work for and with young people.

(Signed) Jayathma **Wickramanayake**
Secretary-General's Envoy on Youth

A. Proposed programme plan for 2024

Overall orientation

Mandates and background

- 1.403 The United Nations has long recognized that the imagination, ideals and energy of young people are vital for the continuing development of the societies in which they live. In 1965, in its resolution [2037 \(XX\)](#), the General Assembly acknowledged the Declaration on the Promotion among Youth of the Ideals of Peace, Mutual Respect and Understanding between Peoples. In 1995, the Assembly adopted the World Programme of Action for Youth to the Year 2000 and Beyond in its resolution [50/81](#), which provided a policy framework and practical guidelines to improve the situation of young people. In 2007, the Assembly adopted the Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond in its resolution [62/126](#), which provided further guidance on promoting the participation of young people in social and economic development. Since 2015, the Security Council, in its resolutions [2250 \(2015\)](#), [2419 \(2018\)](#) and [2535 \(2020\)](#), has called upon all relevant actors to increase the inclusive representation of young people in the prevention and resolution of conflict, including when negotiating and implementing peace agreements.
- 1.404 In 2013, the Secretary-General appointed the first Envoy on Youth. In 2018, to strengthen the coordination and accountability of the United Nations system with regard to its work on young people, the Secretary-General launched the United Nations Youth Strategy. The General Assembly, in its resolution [76/306](#), decided to establish the United Nations Youth Office as a dedicated office for youth affairs in the Secretariat, integrating the Office of the Secretary-General's Envoy on Youth. The Youth Office is responsible for leading engagement and advocacy for the effective advancement of youth issues across the work of the United Nations and for driving greater action, outreach, collaboration, coordination and accountability across the United Nations system's work on young people in the areas of peace and security, sustainable development and human rights, in all settings. The Youth Office plays a key role in bringing the United Nations closer to young people and young people closer to the United Nations by forging innovative partnerships and initiatives to enhance and systematize the engagement of young people in the work of the Organization, including through United Nations support to Member States in promoting effective youth engagement, participation and empowerment. The mandate derives from the priorities established in relevant resolutions and decisions of the Assembly and the Security Council, including Assembly resolutions [50/81](#), [62/126](#) and [76/306](#) and Council resolutions [2250 \(2015\)](#), [2419 \(2018\)](#) and [2535 \(2020\)](#).

Programme of work

Objective

- 1.405 The objective, to which this programme contributes, is to ensure meaningful engagement of young people in the work of the United Nations and accelerated action at the global, regional and country levels to empower young people around the world, to promote their rights and to address their needs.

Strategy and external factors for 2024

- 1.406 To contribute to the objective, the Youth Office will:
- (a) Lead engagement and advocacy for the advancement of youth issues across the United Nations in the areas of peace and security, sustainable development and human rights, through engagement with Member State representatives, principals of United Nations organs and senior management of United Nations entities and in close consultation with the young people of the world;

- (b) Promote meaningful, inclusive and effective engagement of young people and of youth-led and youth-focused organizations in the work of the United Nations, working in close collaboration across the United Nations system;
- (c) Encourage greater United Nations system-wide collaboration, coordination and accountability on the advancement of youth issues, including United Nations support to Member States, as appropriate and upon request, in promoting the effective and meaningful engagement, participation and empowerment of young people;
- (d) Provide regular updates and support to focal points on young people across the United Nations system and engage United Nations leadership to encourage the identification of additional youth focal points where they do not exist;
- (e) Engage with youth-focused envoys, representatives and offices of regional organizations on advancing youth issues;
- (f) Propose innovative approaches to advance multi-stakeholder initiatives on the engagement and empowerment of young people, for the consideration of Member States, including on quality and inclusive education, decent jobs, skills development, digital transformation and youth-led innovation and solutions;
- (g) Promote and facilitate intergenerational and intercultural dialogue, collaboration and solidarity by creating opportunities for young people to not only share and collaborate among one other, but also engage with Member States, the private sector, academia and the United Nations, including through intergovernmental policy forums;
- (h) Support efforts to enhance youth representation at the United Nations, including through increasing and improving the conditions of internships and employment opportunities for young people, especially for those from developing countries and with due regard to gender balance;
- (i) Support ongoing efforts towards the mobilization of financial and technical support and investment to promote and upscale quality and inclusive education and training, skills development, capacity-building and bridging the digital divide, in tandem with job creation, for young people and creating an enabling environment for harnessing their talents and abilities to contribute to their societies;
- (j) Conduct outreach to young people and to youth-led and youth-focused organizations, through innovative means, including the use of social media, narrative storytelling and audiovisual content, with an emphasis on the creation of multilingual assets and templates, where possible, for dissemination through United Nations country teams and United Nations information centres around the world.

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

- (a) Advancement of youth issues and youth engagement across the United Nations, in the areas of peace and security, sustainable development and human rights;
- (b) Action by Member States and regional organizations to ensure the effective and meaningful engagement, participation and empowerment of young people;
- (c) Amplified youth voices and increased opportunities for young people to contribute to the promotion of a peaceful, just and sustainable world;
- (d) Strengthened intergenerational and intercultural dialogue, collaboration and solidarity;
- (e) Multi-stakeholder initiatives on young people, including on promoting and scaling up quality and inclusive education and training, skills development, bridging the digital divide, job creation and the empowerment of young people;
- (f) Increased and improved youth representation at the United Nations.

- 1.408 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) Member States continue to support the advancement of the situation of young people around the world, including in the implementation of the 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030, among other relevant international frameworks and agreements, and the attainment of the Universal Declaration of Human Rights;
 - (b) Sustained recognition by the global community of the important role that young people play in the promotion of peace and security, sustainable development and human rights;
 - (c) There is adequate extrabudgetary resources for action on young people and for ensuring meaningful youth engagement across the United Nations system, national, regional and global institutions and organizations, and initiatives.
- 1.409 With regard to cooperation with other entities at the global, regional, national and local levels, the Youth Office will continue the collaboration established by the Envoy on Youth and her Office with regional and national youth envoys and regional organizations such as the African Union, the Association of Southeast Asian Nations, the Caribbean Community, the European Union, the Organization for Security and Cooperation in Europe, the League of Arab States and the Pacific Island Forum. The Youth Office will also prioritize the forging of new relationships and the strengthening of existing ones with relevant youth organizations, civil society organizations, academia and the private sector.
- 1.410 With regard to inter-agency coordination and liaison, the Youth Office will continue to mobilize United Nations entities and United Nations country teams for improved coordination, collaboration and accountability on youth work across the United Nations system. The Youth Office will collaborate with the Department of Global Communications and other United Nations entities through the United Nations Youth Strategy communications group. The Youth Office will work with the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and other members of the Strategy task team to improve internships and employment opportunities across the United Nations system. The Youth Office will partner with Office of the Envoy of the Secretary-General on Technology, UNICEF, the International Telecommunication Union, the Department of Global Communications, the Department of Economic and Social Affairs and the Office of Information and Communications Technology to address digital transformation challenges for young people and reduce the digital divide. The Youth Office will also contribute regularly to the work of various inter-agency working groups and will provide secretariat support to the inter-agency high-level steering committee and joint working group responsible for advancing coherent action by the United Nations system on youth-related matters.
- 1.411 The Youth Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, by ensuring the meaningful participation of girls and young women in United Nations processes and intergovernmental decision-making, facilitating intergenerational discussions on women's leadership within and outside the United Nations, promoting the integration of a gender perspective into youth inclusion and youth-led action by supporting platforms such as Young Leaders for the Sustainable Development Goals and the Youth Advisory Group on Climate Change and the principle of leaving no young person behind, and promoting discussions on sexual and reproductive health and rights as an integral part of the youth agenda.
- 1.412 In line with the United Nations Disability Inclusion Strategy, the Youth Office will advocate the meaningful participation of young persons with disabilities in the work of the United Nations. In consultation with young people with disabilities and their networks and organizations, the Youth Office will mainstream disability inclusion into all aspects of its work, with the aim of ensuring accessibility to opportunities, information and events, to the greatest extent possible. The Youth Office will co-chair the United Nations Youth Strategy disability task team within the overall system-wide coordination efforts on young people. As part of the task team's work, the Youth Office will

disseminate the research findings on young people with disabilities conducted in 2023 and will advocate the implementation of the recommendations stemming from the research.

Planned results for 2024

Result 1: strengthened system-wide action for and with young people to address their needs, amplify their voices and advance their meaningful engagement

Proposed programme plan for 2024

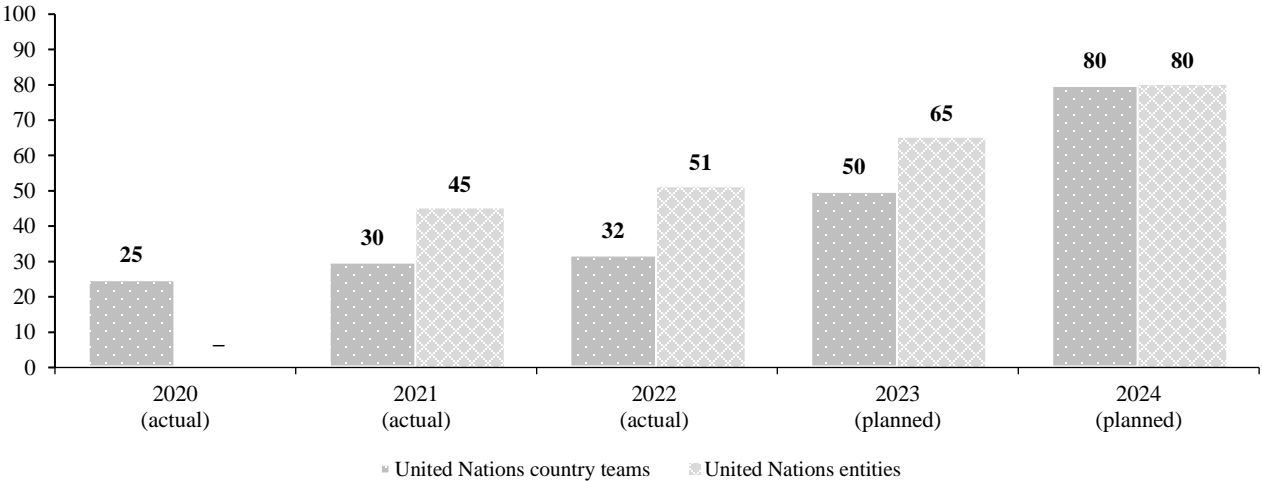
- 1.413 The United Nations Youth Strategy acts as an umbrella framework to guide the United Nations system in its work with and for young people and is intended to ensure that the United Nations work on youth issues is pursued in a coordinated, coherent and holistic manner. Under the overall framework of the Strategy, the Office of the Secretary-General's Envoy on Youth has worked closely with entities across the United Nations system to establish the foundations for system-wide implementation of the Strategy, including scorecards for performance measurement and accountability, mechanisms to institutionalize reporting on progress, and a range of knowledge products and toolkits. The United Nations Youth Office will continue this work by providing strategic guidance, capacity-building, knowledge management products and data analysis across the United Nations system to support the implementation of the Strategy.

Lessons learned and planned change

- 1.414 The lesson for the Youth Office was that engagement in inter-agency coordination mechanisms on young people was higher at the global and regional levels compared with the country level. In applying the lesson, the Youth Office will build on the work of the Office of the Secretary-General's Envoy on Youth and further engage with the Development Coordination Office, offices of the resident coordinator and members of the United Nations Sustainable Development Group to ensure implementation, coordination and joint programming at the country level for and with young people. The Youth Office will work to ensure that its support responds to the needs and gaps identified at the country level, including by providing an annual snapshot of progress made on young people by each United Nations country team and United Nations entity, undertaking country and regional visits, and documenting good practices and lessons learned from across the United Nations system. The Youth Office will also operate existing coordination mechanisms, comprising 130 United Nations country teams and 55 United Nations entities, to ensure coordinated United Nations support for young people at the country level that is aligned with the priorities set forth in the United Nations Sustainable Development Cooperation Frameworks.
- 1.415 Expected progress towards the objective is presented in the performance measure below (see figure 1.XXXIV).

Figure 1.XXXIV

Performance measure: percentage of United Nations country teams and United Nations entities that achieved a “green” performance rating for at least 80 per cent of all key performance indicators in the United Nations Youth Strategy scorecard^a



^a The scorecard covers 18 key performance indicators for United Nations entities and 19 for United Nations country teams related to United Nations Youth Strategy priority areas to assess progress made in the implementation of the Strategy. A “green” performance rating for a key performance indicator indicates achievement of the established milestone.

Legislative mandates

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

General Assembly resolutions

50/81	World Programme of Action for Youth to the Year 2000 and Beyond	76/306	Establishment of the United Nations Youth Office
62/126	Policies and programmes involving youth: youth in the global economy – promoting youth participation in social and economic development		

Security Council resolutions

2250 (2015)	2535 (2020)
2419 (2018)	

Deliverables

1.417 Table 1.171 lists all deliverables of the programme.

Table 1.171

United Nations Youth Office: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	2	2
1. Report of the Secretary-General to the General Assembly on the activities of the United Nations Youth Office	–	–	1	1
2. Report of the Secretary-General to the Security Council on youth, peace and security	–	–	1	1
Substantive services for meetings (number of three-hour meetings)	–	–	10	10
3. Economic and Social Council youth forum	–	–	6	6
4. Meetings of the Security Council	–	–	1	1
5. Meetings of the Conference of State Parties to the Convention on the Rights of Persons with Disabilities	–	–	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1
7. Meetings of the Fifth Committee	–	–	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	–	13	16
8. Training events for the Young Leaders for the Sustainable Development Goals	–	–	1	1
9. Training and workshops on the United Nations Youth Strategy	–	–	12	15
Publications (number of publications)			1	2
10. Progress report on the implementation of the United Nations Youth Strategy	–	–	1	1
11. Research report on young people with disabilities	–	–	–	1
Technical materials (number of materials)	–	–	2	4
12. Guidance on scorecards for United Nations country teams and United Nations entities on the United Nations Youth Strategy	–	–	1	1
13. Action guide for implementation of the United Nations Youth Strategy	–	–	1	1
14. Guidance for monitoring system-wide efforts on young people	–	–	–	1
15. Toolkit for young people briefers on engagement with United Nations bodies and mechanisms on peace and security	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: 2 briefings for all Member States; 5 country visits and bilateral meetings with ministers responsible for young people and other high-level government officials; consultation with national and regional youth envoys; annual strategic meeting of the high-level steering committee of the United Nations Youth Strategy; and advocacy and policy round tables on enhancing youth representation at the United Nations.				
Databases and substantive digital materials: United Nations Youth Strategy scorecard reporting system and dashboard; and United Nations Youth Strategy online toolkit platform.				
D. Communication deliverables				
Outreach programmes, special events and information materials: “Youth 2030 Pulse” monthly newsletter; commemoration of International Youth Day, including partner advocacy campaigns, World Youth Skills Day and other relevant international days and observances; and launch events for new cohort of Young Leaders for the Sustainable Development Goals and for publications and reports of the United Nations Youth Office.				
Digital platforms and multimedia content: United Nations Youth Office website and social media accounts with regular updates on issues relevant to young people; and social media takeover campaigns with youth and youth-led networks.				

B. Proposed post and non-post resource requirements for 2024

Overview

1.418 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.172 to 1.174.

Table 1.172

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	—	1 655.2	1 257.0	—	—		1 257.0	76.0	2 912.2
Other staff costs	—	86.8	—	—	—		—	—	86.8
Hospitality	—	5.4	—	—	—		—	—	5.4
Consultants	—	107.5	—	—	—		—	—	107.5
Travel of staff	—	76.5	—	—	—		—	—	76.5
Contractual services	—	255.0	—	—	—		—	—	255.0
General operating expenses	—	33.4	—	—	—		—	—	33.4
Supplies and materials	—	8.7	—	—	—		—	—	8.7
Furniture and equipment	—	17.4	—	—	—		—	—	17.4
Grants and contributions	—	130.2	—	—	—		—	—	130.2
Total	—	2 376.1	1 257.0	—	—		1 257.0	52.9	3 633.1

Table 1.173

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	16	1 ASG, 1 D-1, 2 P-5, 5 P-3, 6 P-2, 1 GS (OL)
Proposed for 2024	16	1 ASG, 1 D-1, 2 P-5, 5 P-3, 6 P-2, 1 GS (OL)

Table 1.174

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
ASG	1	—	—	—		—	1
D-1	1	—	—	—		—	1
P-5	2	—	—	—		—	2
P-3	5	—	—	—		—	5
P-2	6	—	—	—		—	6
Subtotal	15	—	—	—		—	15

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Category and grade	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	1	–	–	–	–	1
Subtotal	1	–	–	–	–	1
Total	16	–	–	–	–	16

1.419 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.175 to 1.177 and figure 1.XXXV.

1.420 As reflected in tables 1.175 (1) and 1.176 (1), the overall resources proposed for 2024 amount to \$3,633,100 before recosting, reflecting an increase of \$1,257,000 (or 52.9 per cent) compared with the appropriation for 2023. Resource changes result from technical adjustments.

Table 1.175

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	–	2 376.1	1 257.0	–	–	1 257.0	3 633.1
Subtotal, 1	–	2 376.1	1 257.0	–	–	1 257.0	3 633.1

(2) *Extrabudgetary*

Component	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
Programme of work	–	–	961.2	–	961.2
Subtotal, 2	–	–	961.2	–	961.2
Total	–	2 376.1	2 218.2	93.4	4 594.3

Table 1.176

Proposed posts for 2024 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	16	–	–	–	–	16
Subtotal, 1	16	–	–	–	–	16

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(2) *Extrabudgetary*

<i>Component</i>	<i>2023 estimate</i>	<i>Change</i>	<i>2024 estimate</i>
Programme of work	–	4	4
Subtotal, 2	–	4	4
Total	16	4	20

Table 1.177

Evolution of financial and post resources

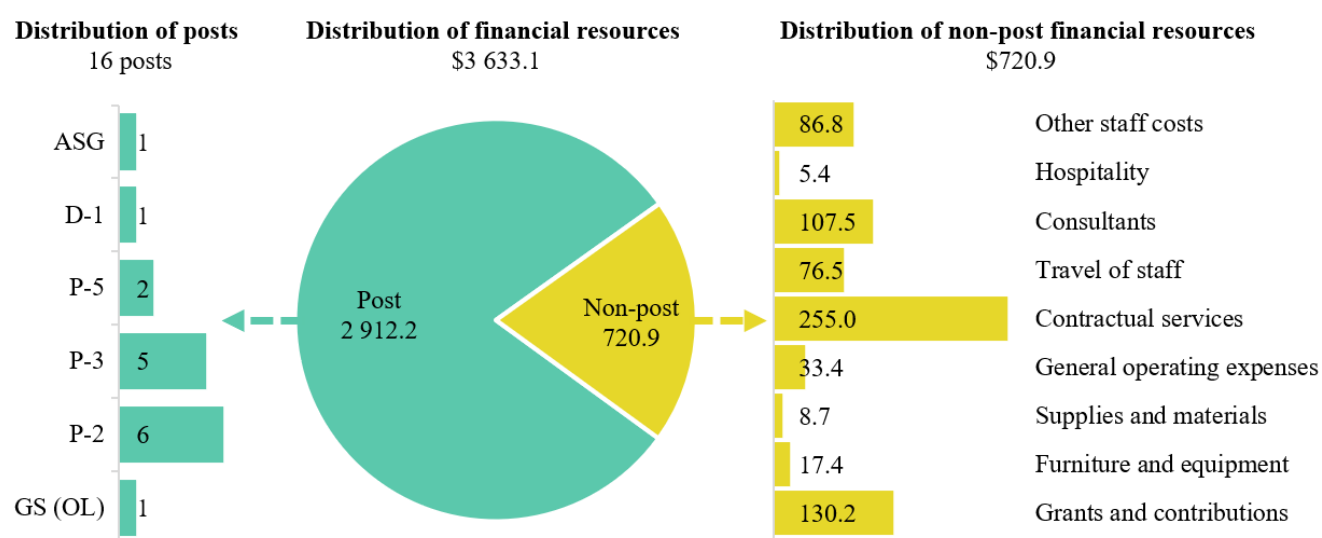
(Thousands of United States dollars/number of posts)

	Changes							2024 estimate (before recosting)
	2022 expenditure	2023 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	1 655.2	1 257.0	—	—	1 257.0	75.9	2 912.2
Non-post	—	720.9	—	—	—	—	—	720.9
Total	—	2 376.1	1 257.0	—	—	1 257.0	52.1	3 633.1
Post resources by category								
Professional and higher		15	—	—	—	—	—	15
General Service and related		1	—	—	—	—	—	1
Total		16	—	—	—	—	—	16

Figure 1.XXXV

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

- 1.421 As reflected in tables 1.175 (1) and 1.176 (1), resource changes represent an increase of \$1,257,000, relating to the delayed impact of 16 new posts that were established in 2023 pursuant to General Assembly resolution [76/306](#), with a vacancy rate of 50 per cent.

Extrabudgetary resources

- 1.422 As reflected in tables 1.175 (2) and 1.176 (2), extrabudgetary resources amount to \$961,200. The resources would complement regular budget resources and support the delivery of its mandates. The resources would be used mainly to strengthen capacity and support in the areas of youth political participation and advancement of the youth, peace and security agenda, and enable the Office to continue to commission and support research in youth-related areas and to facilitate dialogue with and for young people in various thematic areas pertinent to them.
- 1.423 The extrabudgetary resources under the present section are subject to the oversight of the Youth Office, which has delegated authority from the Secretary-General.
- 1.424 Information on the timely submission of documentation and advance booking of air travel is reflected in table 1.178.

Table 1.178

Compliance rate

(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	—	—	—	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	—	—	—	100	100

XV. Office of data protection and privacy

A. Proposed programme plan for 2024

Overall orientation

Mandates and background

- 1.425 It is proposed that an office of data protection and privacy be established as an independent office responsible for assisting the Secretariat in ensuring respect for data protection and privacy in the use and processing of personal data by Secretariat entities, consistent with United Nations mandates. The mandate of the office derives from the priorities established in relevant General Assembly resolutions and decisions. The first recognition of the right to privacy in contemporary international law was enshrined in article 12 of the Universal Declaration of Human Rights. Subsequently, article 17 of the International Covenant on Civil and Political Rights and article 16 of the Convention on the Rights of the Child provided for specific rights not to be “subjected to arbitrary or unlawful interference with [one’s] privacy, family, home or correspondence”. The relevance of these rights in the digital sphere was recognized by the Assembly in 1989 and in 1990, when it adopted, respectively, resolutions 44/132 on guidelines for the regulation of computerized personal data files and 45/95 on guidelines for the regulation of computerized personal data files, for both Member States and international organizations. The Assembly has since continued to consider this issue actively, including through its resolutions 68/167, 69/166, 71/199, 73/179 and 75/176, by which it reaffirmed the right to privacy in the digital age.
- 1.426 All Secretariat entities, both at Headquarters and away from Headquarters, handle some degree of personal data in carrying out their diverse activities, all of which arise from their relevant mandates. Thematic, operation-oriented approaches to data protection and privacy have emerged over time in the light of the mandated activity for which each set of data is held. Among others, the Organization has developed internal rules and policies that apply to the privacy and protection of data concerning, for example, the staff of the Organization and other personnel, vulnerable populations (e.g., refugees and migrants), vendors, delegates and conference attendees. More recently, in an effort to create a more harmonized approach to data protection and privacy within the United Nations system organizations and keep up to date with best practices, the High-level Committee on Management adopted the personal data protection and privacy principles in 2018, setting out a basic framework for the processing of personal data by or on behalf of the United Nations system organizations in carrying out their mandated activities. The principles are intended to harmonize standards for data protection and privacy across the United Nations system, facilitate the accountable processing of personal data and ensure respect for the human rights and fundamental freedoms of individuals, in particular the right to privacy.
- 1.427 The 2020 Data Strategy of the Secretary-General for Action by Everyone, Everywhere highlighted data protection and privacy as a priority for the Organization, which initiated a process aimed at comprehensively improving data protection and privacy policies in the Secretariat, consistent with best practices. As part of that effort, the issuance of a Secretary-General’s bulletin to establish an overarching data protection and privacy policy for the Secretariat is envisaged, which will be aimed at facilitating the further implementation of the personal data protection and privacy principles and ensuring that personal data are processed in a non-discriminatory, gender sensitive manner, for purposes consistent with United Nations mandates and in a manner that respects the rights of individuals and groups. The bulletin will foster a comprehensive, coherent and cross-cutting approach to data protection and privacy at the Secretariat with regard to all its activities, both at Headquarters and away from Headquarters. It is also intended to serve as a basis for the harmonization of data protection and privacy policies across United Nations system organizations and the creation of an environment that facilitates the responsible flow, use and sharing of data in support of United Nations mandates.

- 1.428 As part of this improvement, the creation of a centralized data protection and privacy governance model to provide effective oversight, coordination and guidance on data protection and privacy management has emerged as a crucial component of a data protection and privacy framework and includes the establishment of an office of data protection and privacy that would support and monitor compliance with relevant rules, regulation, processes and policies of the Secretariat.

B. Proposed post and non-post resource requirements for 2024

Overview

1.429 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 1.179 to 1.181.

Table 1.179

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Posts	—	—	—	—	431.7	431.7	—	431.7
Other staff costs	—	—	—	—	147.6	147.6	—	147.6
Consultants	—	—	—	—	61.0	61.0	—	61.0
Travel of staff	—	—	—	—	41.1	41.1	—	41.1
Contractual services	—	—	—	—	157.4	157.4	—	157.4
General operating expenses	—	—	—	—	6.2	6.2	—	6.2
Supplies and materials	—	—	—	—	0.8	0.8	—	0.8
Furniture and equipment	—	—	—	—	5.5	5.5	—	5.5
Total	—	—	—	—	851.3	851.3	—	851.3

Table 1.180

Proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	—	
Establishment	4	Establishment of 1 D-2, 1 P-4, 1 P-3 and 1 GS (OL)
Proposed for 2024	4	1 D-2, 1 P-4, 1 P-3, 1 GS (OL)

Table 1.181

Proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	—	—	—	1	1	1
P-4	—	—	—	1	1	1
P-3	—	—	—	1	1	1
Subtotal	—	—	—	3	3	3

Section 1 Overall policymaking, direction and coordination

Category and grade	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	—	—	—	1	1	1
Subtotal	—	—	—	1	1	1
Total	—	—	—	4	4	4

1.430 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 1.182 to 1.184 and figure 1.XXXVI.

1.431 As reflected in tables 1.182 and 1.183, the overall resources proposed for 2024 amount to \$851,300 before recosting and reflect an increase of \$851,300 compared with 2023. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.182

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

Regular budget

Component/subprogramme	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		
Programme of work	—	—	—	—	851.3	851.3	—	851.3
Subtotal, 1	—	—	—	—	851.3	851.3	—	851.3

Table 1.183

Proposed posts for 2024 by source of funding and component

(Number of posts)

Regular budget

Component/subprogramme	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	–	–	–	4	4	4
Subtotal, 1	–	–	–	4	4	4

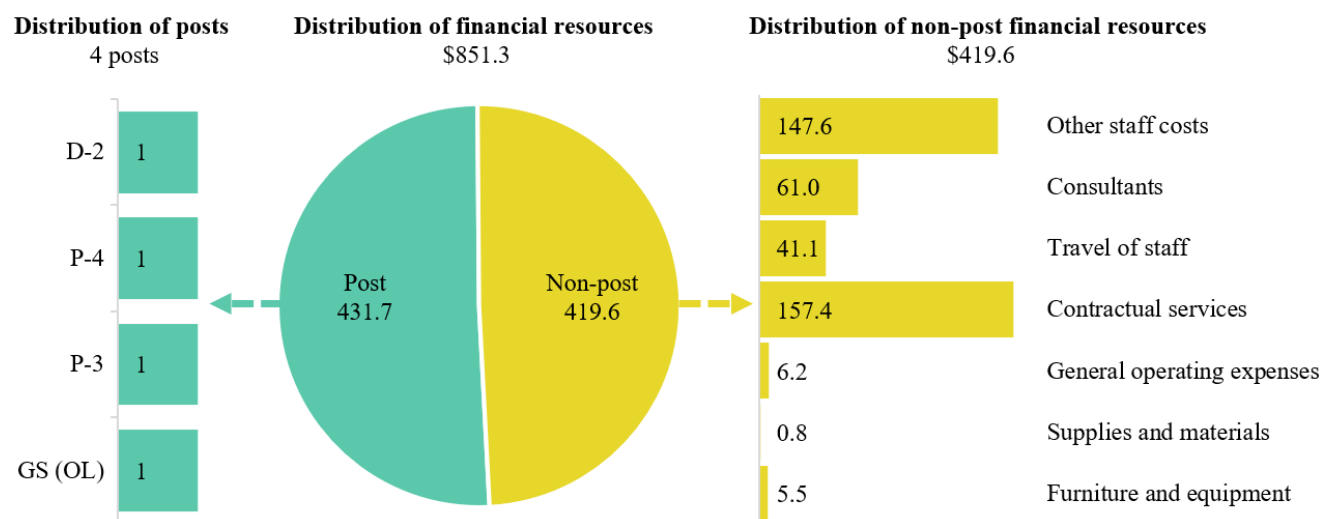
Table 1.184
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	—	—	—	—	431.7	431.7	—	431.7	
Non-post	—	—	—	—	419.6	419.6	—	419.6	
Total	—	—	—	—	851.3	851.3	—	851.3	
Post resources by category									
Professional and higher		—	—	—	3	3	—	3	
General Service and related		—	—	—	1	1	—	1	
Total		—	—	—	4	4	—	4	

Figure 1.XXXVI
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.432 As reflected in table 1.182, resource changes reflect an increase of \$851,300 owing to the proposed establishment of an office of data protection and privacy as part of a process to comprehensively improve data protection and privacy practices at the Secretariat and facilitate the further implementation of the personal data protection and privacy principles. As part of the effort to enable centralized and effective oversight, governance, coordination and guidance on data protection and

privacy management at the Secretariat, it is proposed that the office be established under section 1, Overall policymaking, direction and coordination.

- 1.433 The functions of the Office would include the following:
- (a) Providing independent and impartial advice and support to the Secretary-General and entities on the measures to be taken to ensure compliance with the data protection and privacy rules, regulations, processes and policies of the Secretariat;
 - (b) Liaising with designated focal points in each entity, as required;
 - (c) Establishing and maintaining a reporting mechanism for receiving and disseminating requests made by individuals about their personal data;
 - (d) Chairing an internal data protection and privacy committee and supervising and managing the committee's secretariat;
 - (e) Developing training;
 - (f) Maintaining relevant documentation of information;
 - (g) Advising on measures to be taken to ensure compliance with data protection and privacy rules, regulations, processes and policies of the Secretariat in relation to Secretariat-wide systems and controls;
 - (h) Working with the Office of Information and Communications Technology, including in the development of data protection and privacy by design approaches;
 - (i) Reviewing the processing of data that fall within the scope of applicable data protection and privacy rules, regulations, processes and policies of the Secretariat;
 - (j) Monitoring and reporting to the Secretary-General on compliance with data protection and privacy rules, regulations, processes and policies of the Secretariat;
 - (j) Taking any other action necessary for compliance with and implementation of data protection and privacy rules, regulations, processes and policies of the Secretariat.
- 1.434 The increase of \$851,300 includes an increase of \$431,700 under posts, for the proposed establishment of four posts, comprising 1 D-2 (Chief Data Protection and Privacy Officer), 1 P-4 (Data Protection and Privacy Officer), 1 P-3 (Data Protection and Privacy Officer) and 1 General Service (Other level) (Administrative Assistant) (see annex III).
- 1.435 The increase of \$419,600 under non-posts reflects mainly provisions of \$147,600 under other staff costs for the proposed establishment of one temporary position of Associate Data Analyst (P-2) to support the implementation and management of compliance tools and solutions for data protection and privacy management and support the generation of strategic insights for the office during the initial phase of the establishment of the office; \$61,000 under consultants to provide expertise on data protection and privacy issues, \$157,400 under contractual services to cover the maintenance and hosting of compliance tools and solutions for data protection and privacy management, and related non-post resources to support the proposed establishment of four posts and one general temporary assistance position.
- 1.436 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.185.

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

Table 1.185

Compliance rate

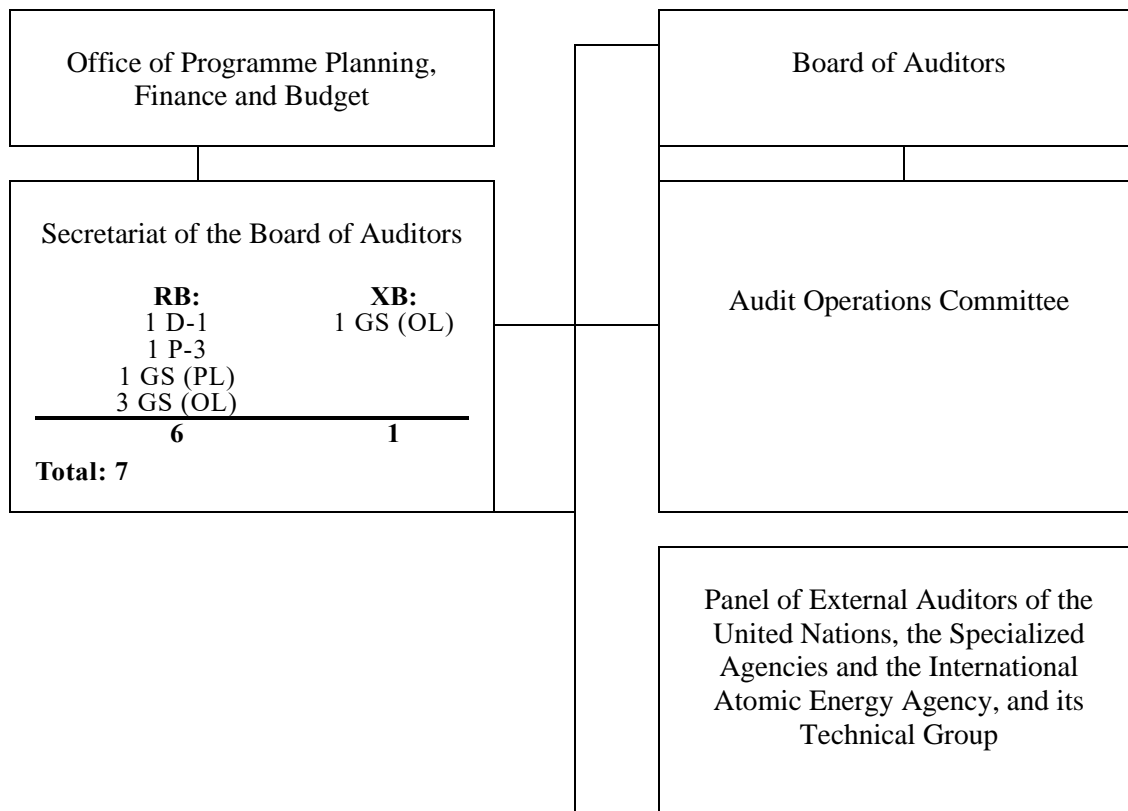
(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	—	—	—	—	100
Air tickets purchased at least 2 weeks before the commencement of travel	—	—	—	—	100

Annex I

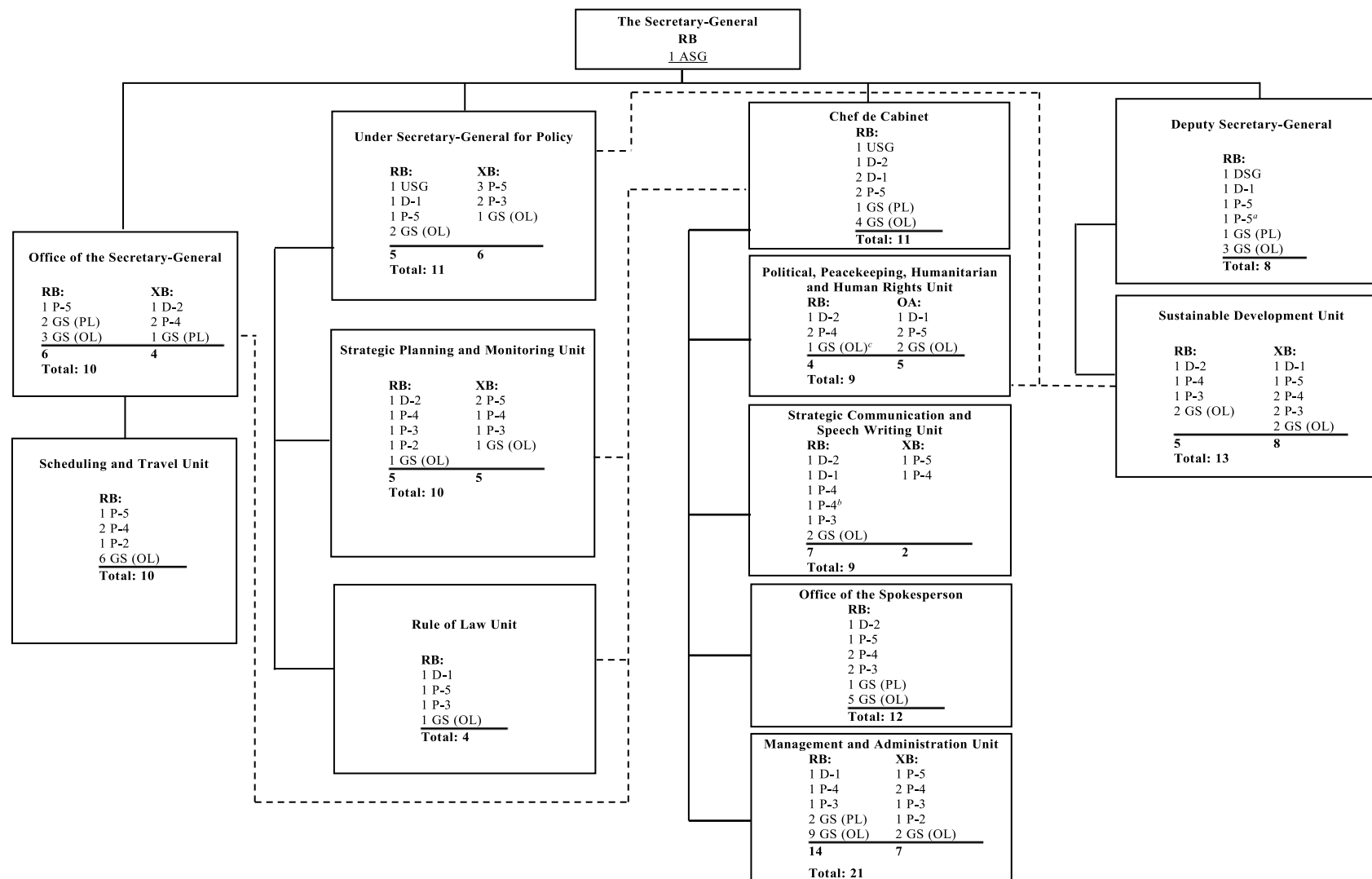
Organizational structure and post distribution for 2024

A. Board of Auditors



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

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



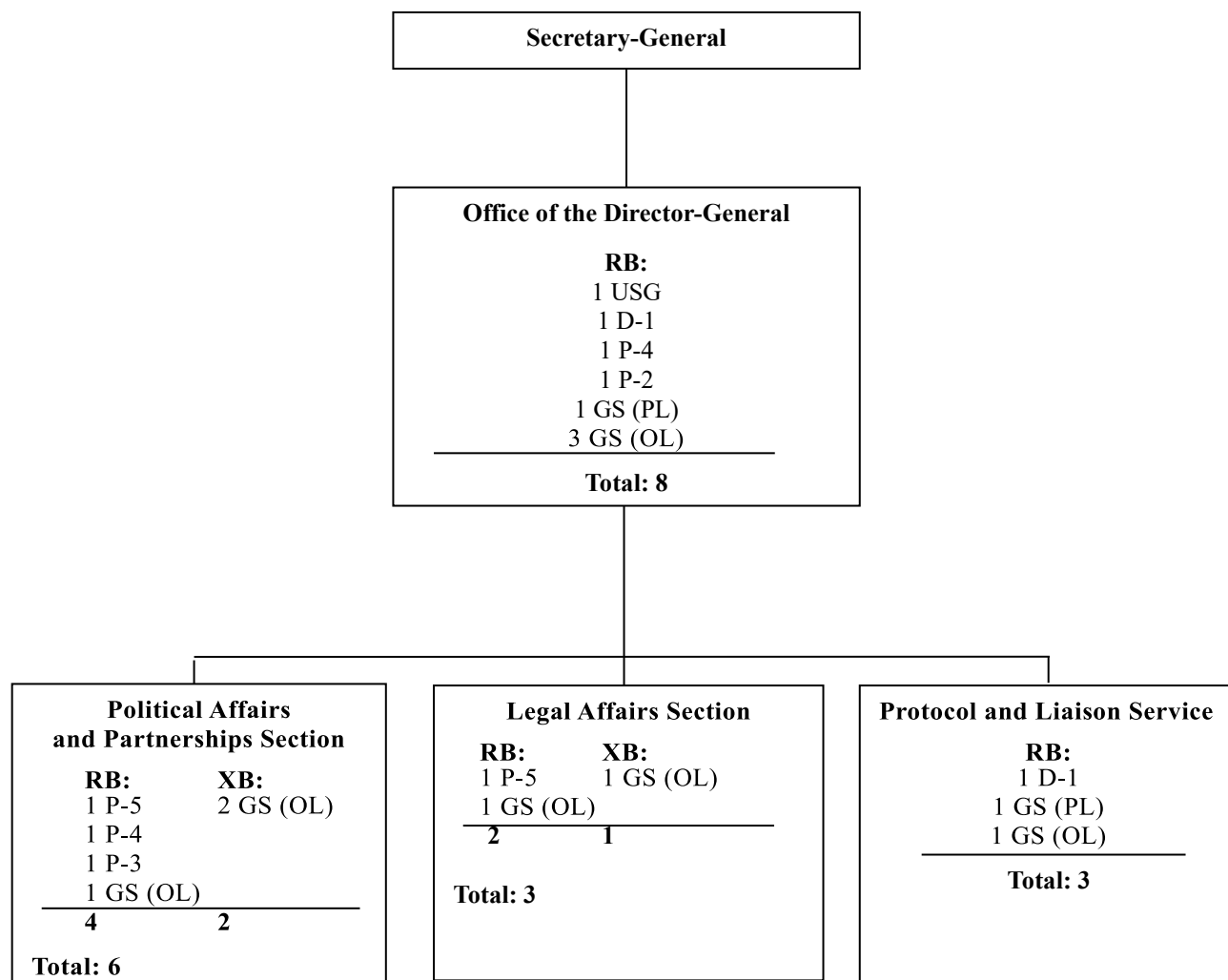
Abbreviations: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Redeployment from the Strategic Communication and Speechwriting Unit.

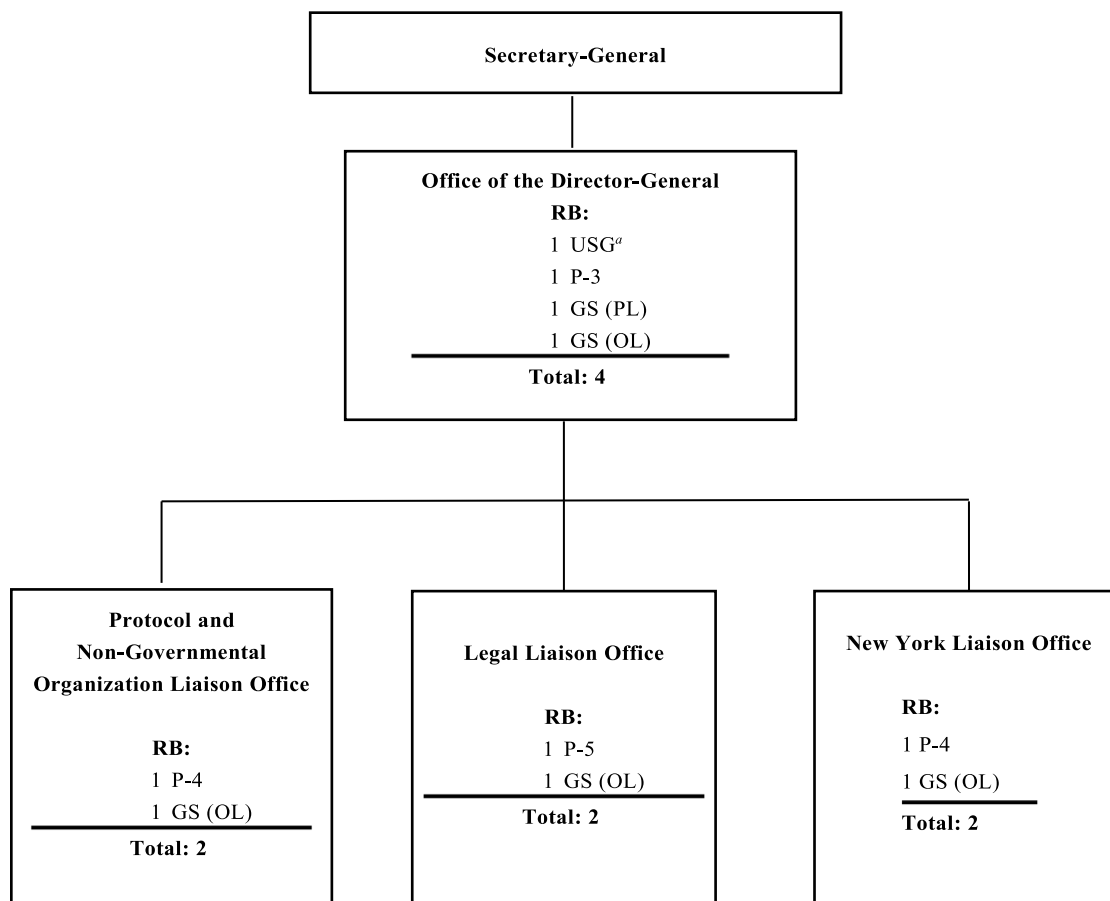
^b Redeployment from the Deputy Secretary-General.

^c Redeployment from the Strategic Planning and Monitoring Unit.

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

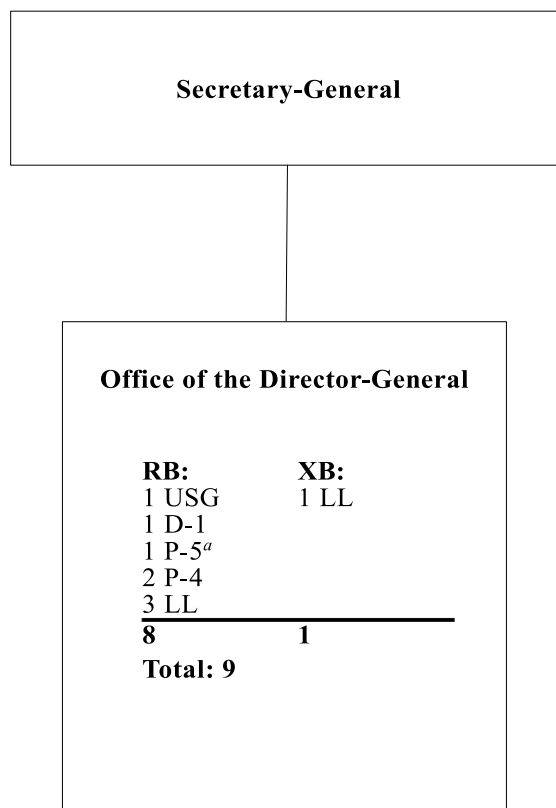


Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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

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

^a Reflected under the staffing complement of the United Nations Office on Drugs and Crime (sect. 16).

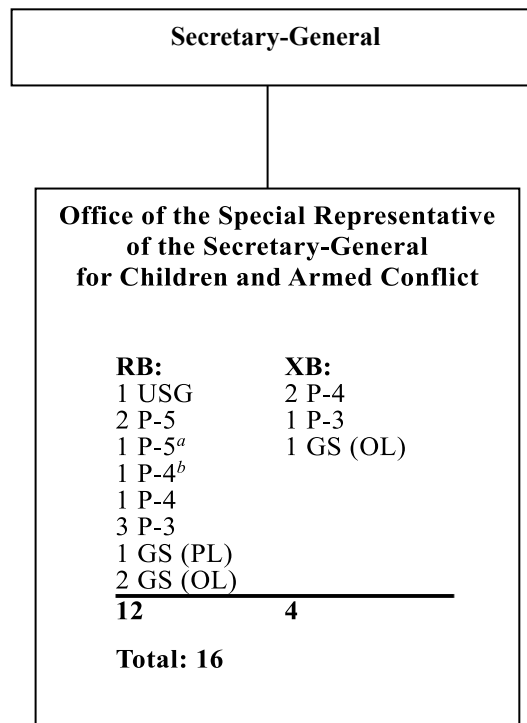
E. Office of the Director-General, United Nations Office at Nairobi

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

XB, extrabudgetary.

^a Establishment.

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

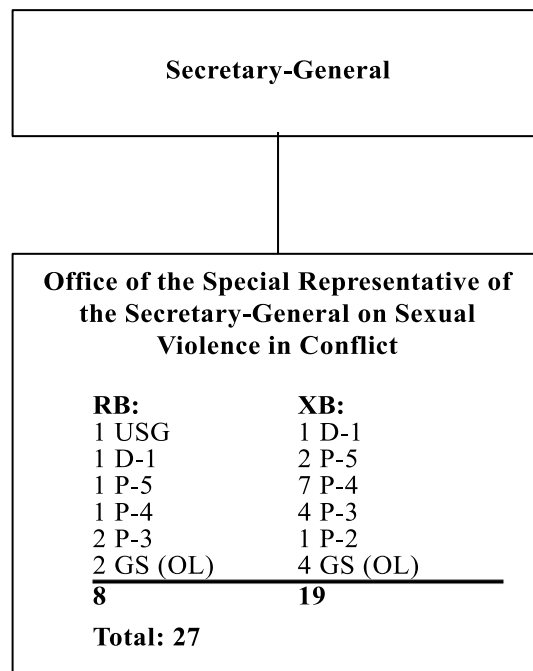


Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Conversion.

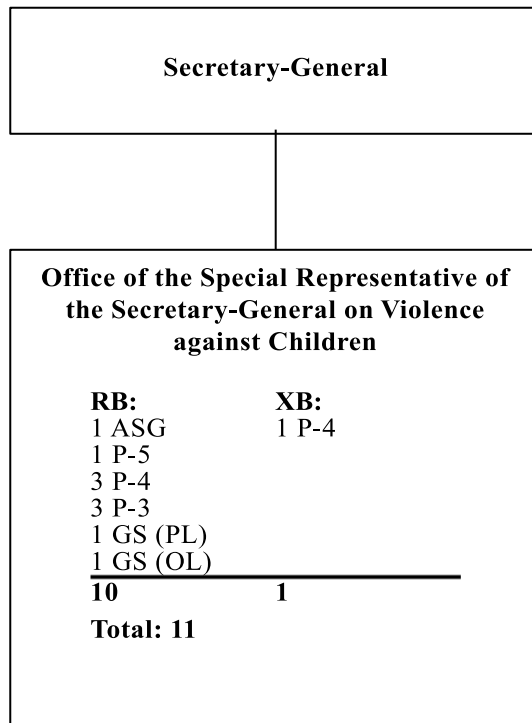
^b Reassignment.

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



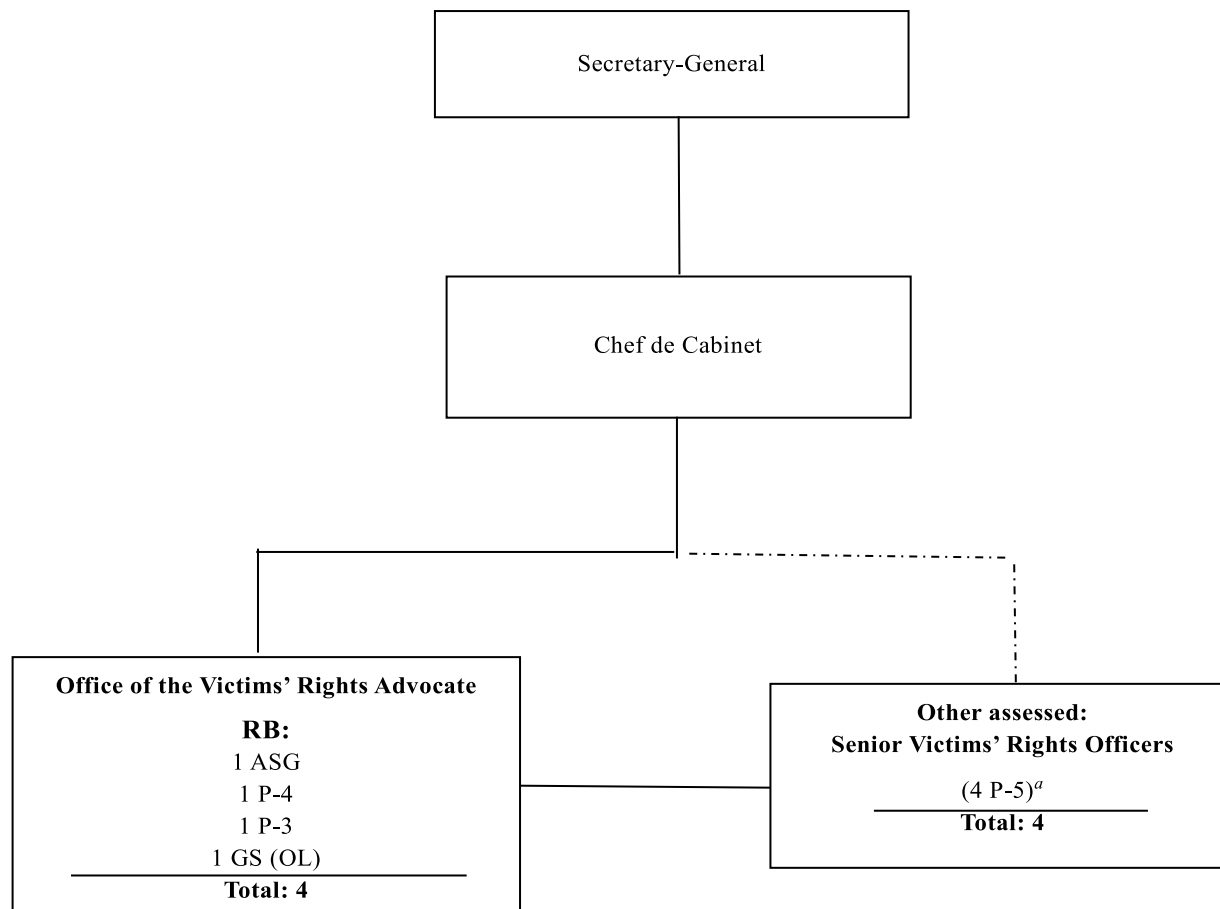
Abbreviations: GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

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



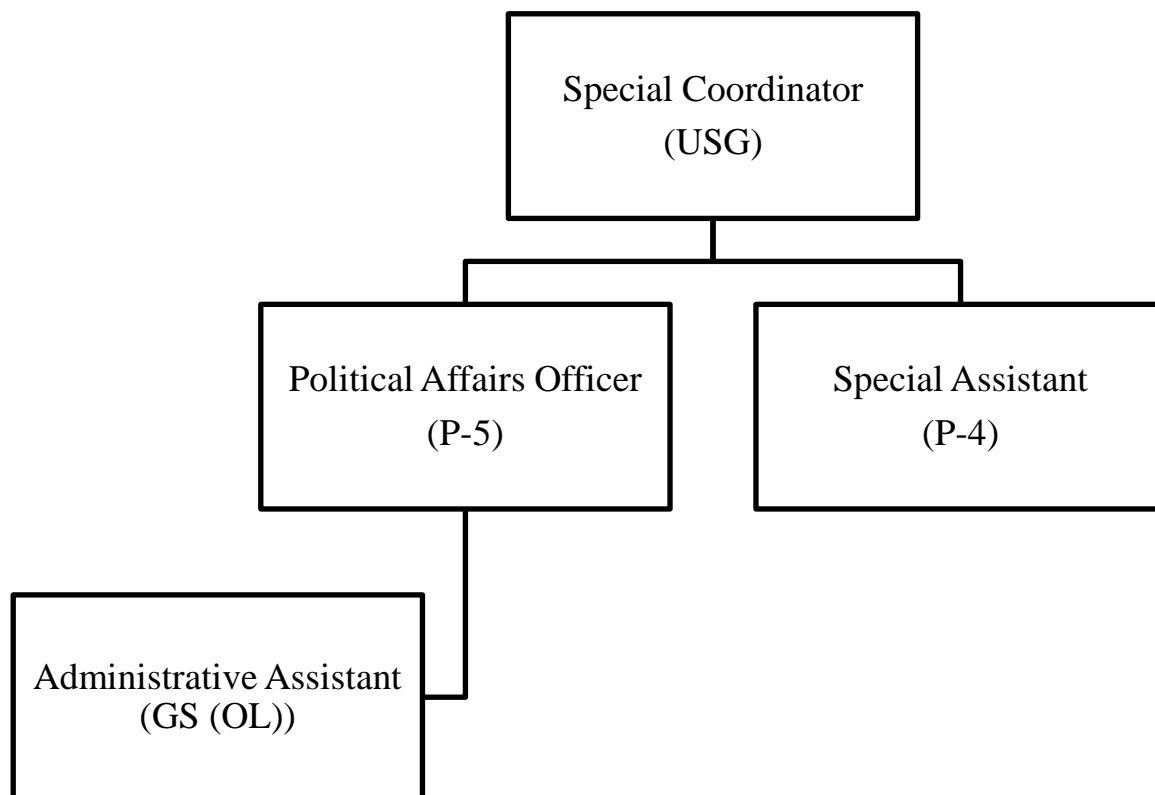
Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; XB, extrabudgetary.

I. Office of the Victims' Rights Advocate



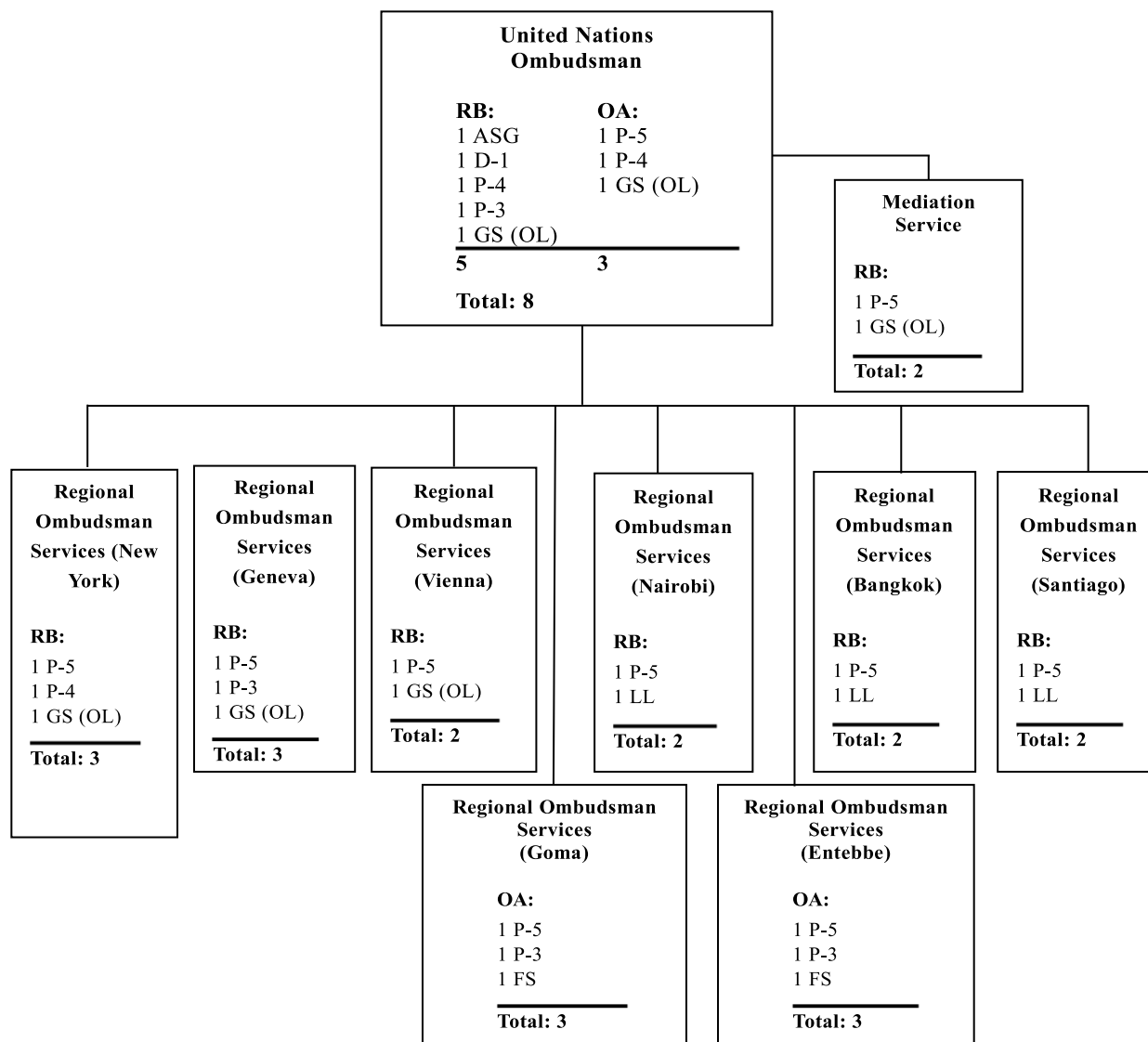
Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); RB, regular budget.

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

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

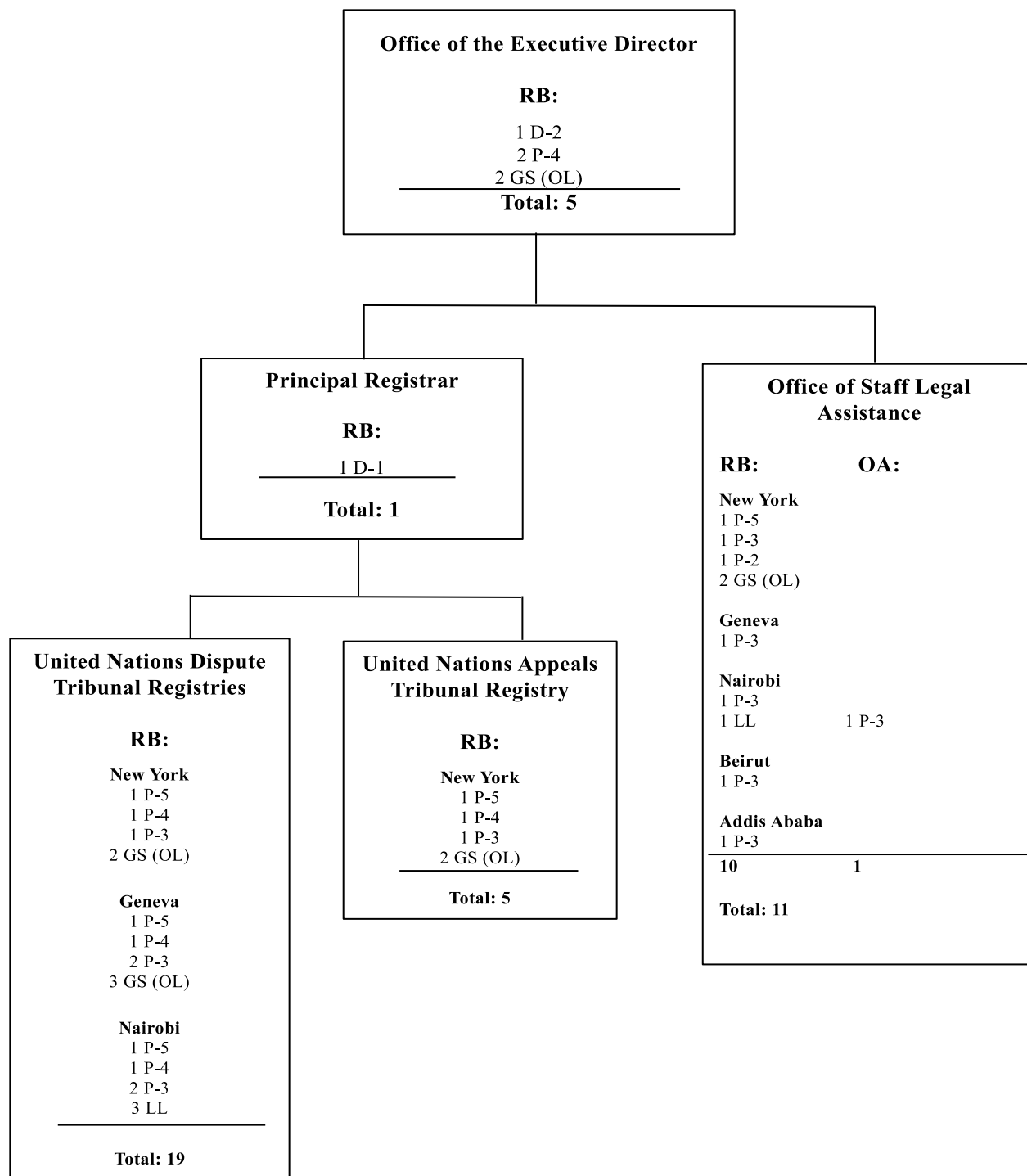
Abbreviations: GS (OL), General Service (Other level); USG, Under-Secretary-General.

K. Office of the United Nations Ombudsman and Mediation Services



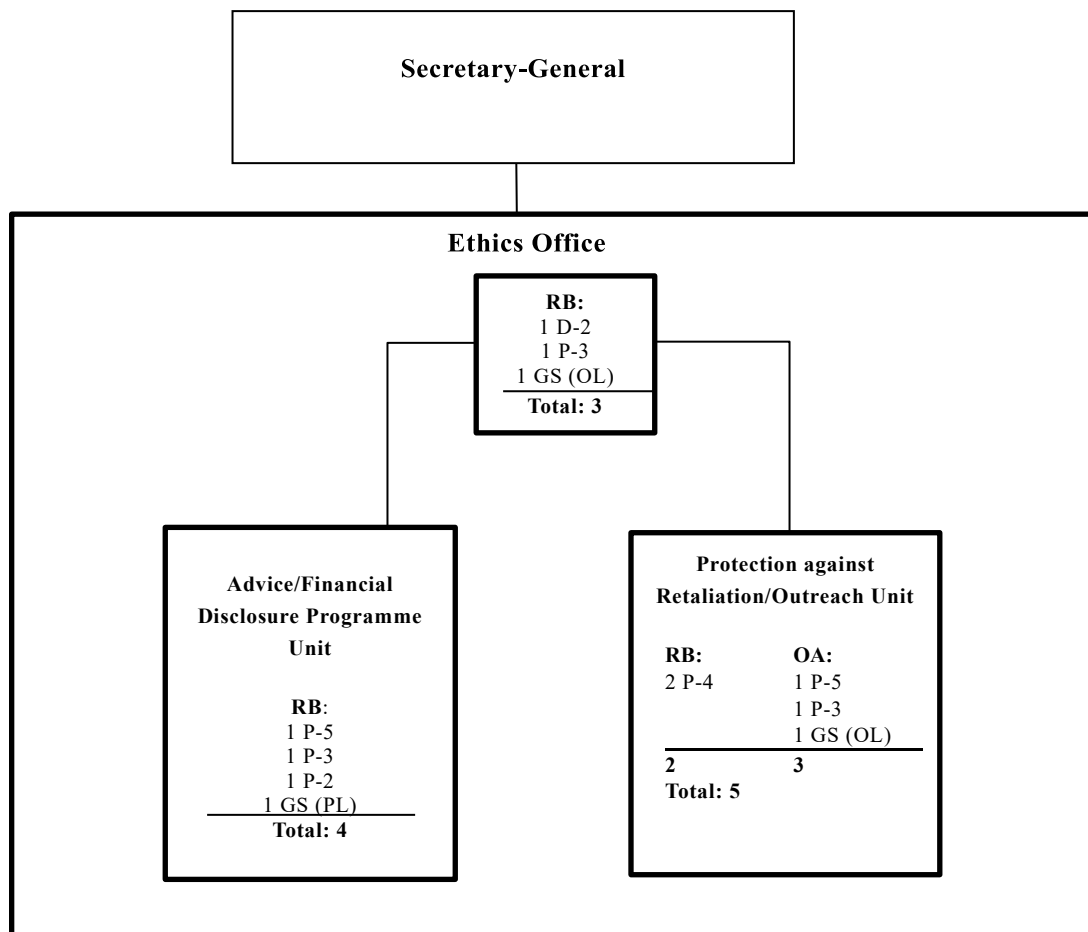
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget.

L. Office of Administration of Justice



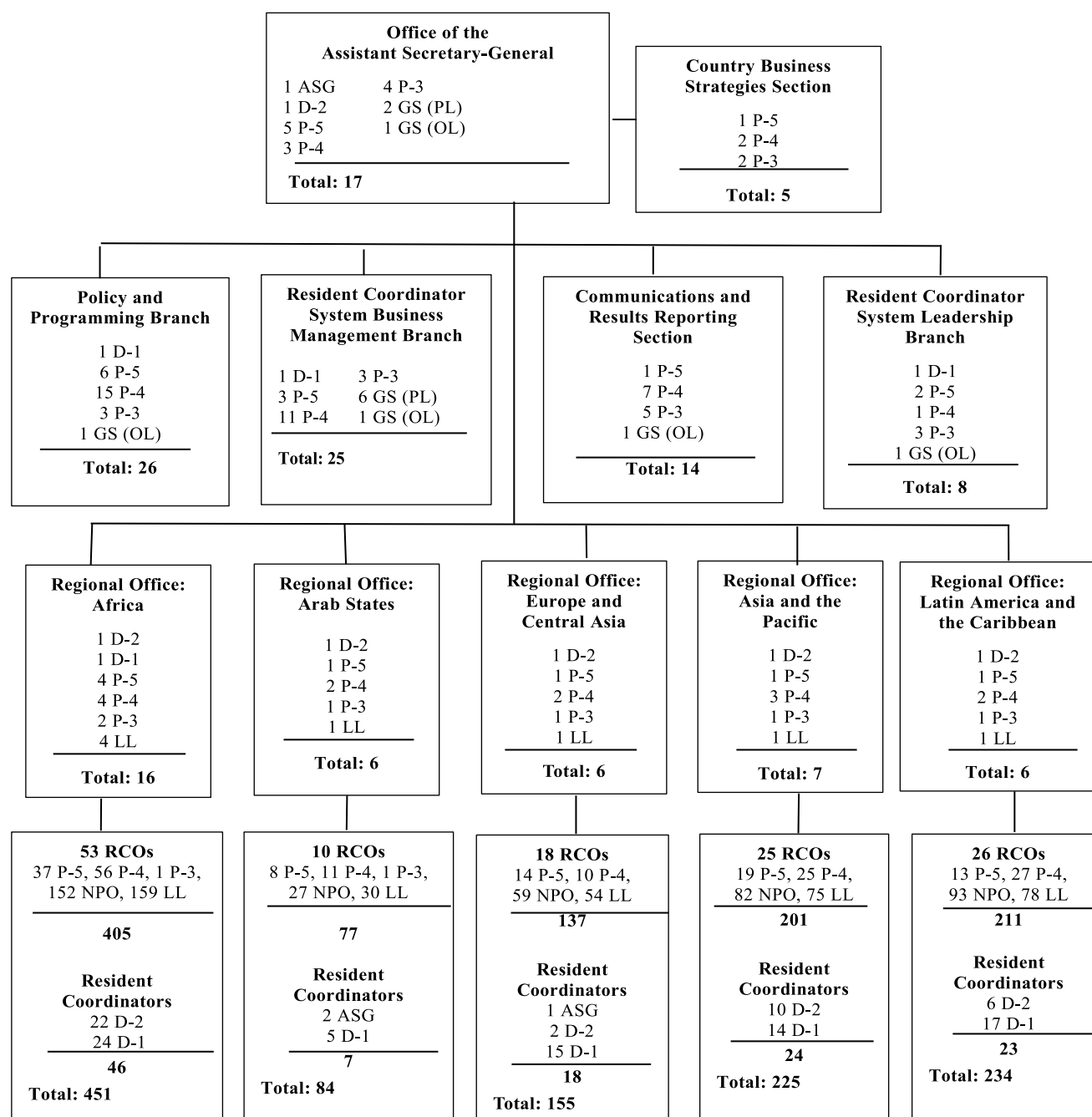
Abbreviations: GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget.

M. Ethics Office



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

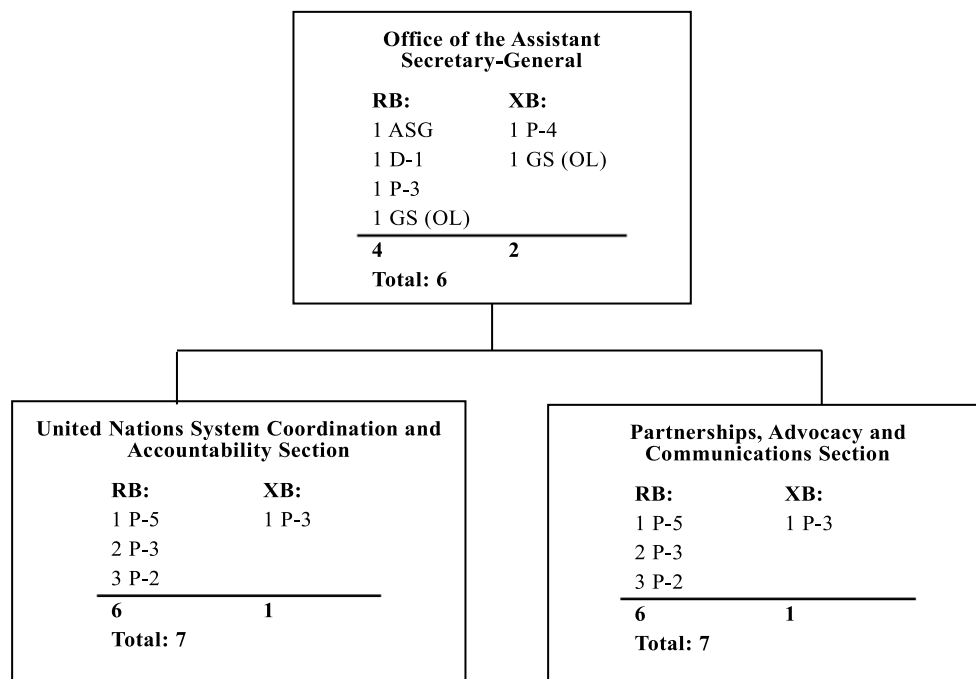
N. Resident coordinator systema



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RCO, resident coordinator office.

^a The chart reflects only posts to be funded through the special purpose trust fund for the resident coordinator system during 2024. All posts at the D-1 level and above are subject to concurrence of the Advisory Committee on Administrative and Budgetary Questions.

O. United Nations Youth Office



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

P. Office of data protection and privacy

Office of data protection and privacy	
RB:	
1 D-2 ^a	
1 P-4 ^a	
1 P-3 ^a	
1 GS (OL) ^a	
<hr/>	
Total: 4	

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

^a Establishment.

Annex II

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

Resident coordinator system

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/77/7)

The Advisory Committee trusts that the Secretary-General will provide an update regarding the status of expenditure to the General Assembly at the time of its consideration of the present report. The Committee also trusts that future budget submissions will include comprehensive data on the resources collected by the Development Coordination Office and the status of expenditure (para. I.19).

The Advisory Committee recalls that General Assembly resolution 72/279 provides for the three funding sources for the resident coordinator system and trusts that more information will be provided to the Assembly on locally mobilized resources, including the authority delegated to resident coordinators under the Secretary-General's bulletin (ST/SGB/2019/2) (see para. I.33 below). The Committee recommends that the Assembly request the resident coordinator system (Development Coordination Office) to consolidate and provide to Member States information on system-wide resources for the implementation of the 2030 Agenda for Sustainable Development at the country and global levels and an update in the next programme budget submission (para. I.23).

The Advisory Committee recalls that it has previously noted the increase in higher-level posts in headquarters locations (A/76/7 and A/76/7/Corr.1, para. I.28). The Committee recommends that the General Assembly request the Secretary-General to review the staffing distribution of the resident coordinator system at global, regional and country levels, in order to augment its field-based presence and reduce its presence at headquarters locations. The Committee further notes that such a redistribution would also have an impact on prioritizing programme delivery and reducing the need for travel resources (para. I.25).

Information on expenditure by object of expenditure is included in the present report under section XIII.

Information on locally mobilized resources, including by object of expenditure, is included in the present report under section XIII.

The estimated number of posts funded from the special purpose trust fund in 2024 is reflected in table 1.157 of the present report. The estimated number of posts for 2024 reflects a change in one higher-level post (from D-2 to Assistant Secretary-General), which will be presented to the Advisory Committee for its concurrence, in line with General Assembly resolution 35/217.

Brief description of the recommendation

The Advisory Committee trusts that the recruitment policy of the resident coordinator system will ensure the equal treatment of internal and external candidates, in a transparent selection process. The Committee also trusts that an update on the differences between the recruitment policy and process of the resident coordinator system and the Staff Regulations and Rules of the United Nations will be provided in the next programme budget submission (para. I.26).

The Advisory Committee notes the continued increase in proposed staffing, including high-level posts, despite a significant number of high-level vacancies. With respect to higher-level posts, the Committee reiterates that it considers that the proposals are presented for information purposes only and, in accordance with General Assembly resolution [35/217](#), will be reviewed during the upcoming consideration of the report of the Secretary-General for the extension of the resident coordinator system extrabudgetary-funded posts at the D-1 and above level in its fall session ([A/76/7](#) and [A/76/7/Corr.1](#), para. I.28) (para. I.27).

The Advisory Committee trusts that an appropriate governance and accountability mechanism is in place to ensure the equitable recruitment of internal and external candidates (see para. I.33 below) (para. I.28).

The Advisory Committee encourages the continued cooperation between the resident coordinator system and peacekeeping and special political missions and trusts that more information will be provided in the next proposed programme budget (para. I.29).

Action taken to implement the recommendation

For the resident coordinator selection process, the accountability mechanism is embedded in administrative instruction [ST/AI/2022/1](#) to ensure the equitable recruitment of internal and external candidates. It is specified in section 3.3 of the administrative instruction that “the resident coordinator pool application process is open to internal applicants from United Nations system organizations as well as external applicants”.

Any changes to posts at the D-1 level and above will be presented to the Advisory Committee for its concurrence, in line with General Assembly resolution [35/217](#).

Both the recruitment of resident coordinators and other non-resident coordinator staff is governed by administrative instruction [ST/AI/2010/3/Rev.1](#), which contains several provisions that ensure the equitable recruitment of internal and external candidates, including section 6.1 on eligibility to apply for job openings, section 7.1 on the basis of candidate screening and section 8.1 on the basis of the central review bodies’ review and compliance assurance of the recruitment process.

In addition to the substantive cooperation on planning, analysis and programming as noted in the report of the Advisory Committee ([A/77/7](#)), the resident coordinator system’s cooperation with peacekeeping and special political missions also exists in terms of budgetary, organizational and working arrangement perspectives.

In line with General Assembly resolution [59/296](#), the resident coordinator system special purpose trust fund funds 50 per cent of the cost-share of 12 triple-hatted resident coordinators who serve as Humanitarian Coordinators and Deputy Special Representatives of the Secretary-General.

Furthermore, there are integrated offices in Afghanistan, the Democratic Republic of the Congo, Somalia, South Sudan and the Sudan. It is foreseen that the integrated offices will be supported by the existing structures of the resident coordinator’s office, as well as working-level support in the integrated offices.

The Advisory Committee trusts that an update on the design and use of local shared service centres will be included in the next proposed programme budget (para. I.31).

The Advisory Committee trusts that more information will be provided in the next budget submission on the achievement of cost avoidance and the use of resources thereby made available, as compared with the assessment of cost savings to achieve efficiency gains (para. I.32).

Taking these matters into consideration, the Advisory Committee recommends that the General Assembly request the Secretary-General to analyse the full budget of the resident coordinator system and present it for possible consideration through the established budgetary procedures in a unified mechanism for intergovernmental oversight, including the cost-sharing arrangement, bearing in mind the provisions of Assembly resolution 72/279. The Committee also reiterates that it sees merit in further strengthening the role of oversight and accountability mechanisms in view of the authority delegated to resident coordinators and the overall resident coordinator system at the national, regional and global levels (see A/75/7 and A/75/7/Corr.1, para. I.47) (para. I.33).

The Business Innovations Strategic Results Group of the United Nations Sustainable Development Group has six common back offices under development, in Brazil, Kenya, Jordan, Senegal, the United Republic of Tanzania and Viet Nam. It is anticipated that the first common back offices will have their design completed and begin to make the transition to becoming operational in mid-2023.

The United Nations Sustainable Development Group approved a revised efficiency road map in August 2022 which outlines the immediate priorities for 2023–2024. In addition, the efficiency dashboard provides an overview of efficiency gains reported by all entities. The efficiencies for the 2022 period will be available in the dashboard once the 2023 report of the Secretary-General is published, prior to the 2023 Economic and Social Council operational activities for development segment. The efficiency dashboard is available at https://data.uninfo.org/home/_Effstatus.

The General Assembly, in its resolution 75/252, also recalled its resolution 72/279 and reaffirmed its request to the Secretary-General to report annually to the Economic and Social Council at its operational activities for development segment on the implementation of the reinvigorated resident coordinator system, including its funding, to ensure accountability towards Member States.

The Economic and Social Council operational activities for development segment is the body responsible for the oversight of and guidance on the reinvigorated resident coordinator system, in line with Council prerogatives in follow-up to quadrennial comprehensive policy review resolutions and as guided by General Assembly resolution 72/279 on repositioning the United Nations development system. In paragraph 17 of its resolution 72/279, the Assembly requested the Chair of the United Nations Sustainable Development Group to report to the Council at its operational activities for development segment. Further to the decision of Member States, the Council, on an annual basis, receives for its consideration, from the Chair of the Sustainable Development Group, a comprehensive report, including on the operational administrative and financing aspects of the activities related to the resident coordinator system, in fulfilment of the resident coordinator's accountability to Member States through the Council in its governance function.

Taking into account the system-wide coordination role of the resident coordinator system and its cost-shared funding mechanism, as well as the nature of other entities with jointly financed administrative activities, such as the Joint Inspection Unit and CEB, the Advisory Committee considers that there is merit in presenting the resident coordinator system under section 31, Jointly financed administrative activities, of the programme budget (para. I.34).

In addition to the oversight role of the Economic and Social Council, the Secretary-General endorses the full budget of the new resident coordinator system, including the level and number of posts, and any changes to the cost-sharing formula. The annual budget, including the Secretariat's share that is proposed to be charged under the regular budget, is presented to the General Assembly through the Advisory Committee. Furthermore, all posts proposed at the D-1 level and above are presented to the Committee for its concurrence. Lastly, the Secretariat is accountable to the contributors to the special purpose trust fund through the annual financial report.

With regard to oversight mechanisms within the Secretariat, the resident coordinators report directly to the Secretary-General, with day-to-day management by the Development Coordination Office. This represents a clear accountability line and is one of the main improvements brought about through the United Nations development system reforms. Before this, there was no clarity on reporting lines and accountabilities in the resident coordinator system.

With respect to double- or triple-hatted country contexts, the humanitarian coordinator functions continue to report to the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator in contexts in which international humanitarian assistance is required and no separate Humanitarian Coordinator or lead agency is designated. The Deputy Special Representative of the Secretary-General reports to the Special Representative of the Secretary-General in contexts in which peacekeeping or special political missions are deployed. This helps to ensure a clear separation of the functions and mandates between pillars, while ensuring coherence with double- and triple-hating arrangements.

In line with General Assembly resolution [72/279](#) and as reaffirmed by the Assembly in its resolution [73/279](#), "the focus of the resident coordinator system should remain sustainable development, with the eradication of poverty in all its forms and dimensions as its overarching objective, consistent with the integrated nature of the 2030 Agenda for Sustainable Development and in line with the United Nations Development Assistance Framework and national leadership and ownership". In the same resolution, the Assembly also decided to provide sufficient funding to the resident coordinator system through three funding streams, including a 1 per cent coordination levy, doubling the United Nations Development Group cost-sharing arrangement among United Nations development system entities, and voluntary, predictable and multi-year contributions to a dedicated trust fund.

Section 1 Overall policymaking, direction and coordination

Brief description of the recommendation

Action taken to implement the recommendation

Substantively, the mandate of the resident coordinator system, through the coordination of operational development activities in country, also provides direction and leadership to the United Nations development system, with the 130 resident coordinators being the designated representatives of the Secretary-General for development operations at the country level. The mandate of the resident coordinator system is distinctively different from the system-wide administrative role of the United Nations System Chief Executives Board for Coordination or the Joint Inspection Unit and is more in line with section 1 of the programme budget.

With regard to the funding model, the resident coordinator system is composed of three streams of funding, of which only one is a cost-sharing arrangement between the United Nations Sustainable Development Group entities, accounting for only 28 per cent of the overall \$281 million budgetary requirement of the resident coordinator system. The other two streams, namely, the 1 per cent coordination levy and voluntary contributions, account for the remaining 72 per cent of the budget requirement. Therefore, the funding model is also distinctively different from the jointly financed model of the United Nations System Chief Executives Board for Coordination or the Joint Inspection Unit.

United Nations Youth Office

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/77/605)

The Advisory Committee trusts that the integration process will take place expeditiously to avoid duplication of efforts and resources and that information on the activities to be carried over by the United Nations Youth Office will be included in the next programme budget submission (para. 10).

As the administrative arrangements and staff recruitment process of the new United Nations Youth Office have been advancing, the Office of the Envoy of the Secretary-General on Youth has expeditiously advanced the core mandate of the Youth Office without any duplication of efforts or resources.

Following a mapping of the activities of the Office of the Envoy that align with the Youth Office's mandate in line with General Assembly resolution [76/306](#), implementation has been proceeding with regard to important initiatives and mandates. This includes work relating to system-wide collaboration, coordination and accountability; support provided to the President of the Economic and Social Council and the Department of Economic and Social Affairs in the organization and implementation of the Council's

The Advisory Committee trusts that the Head of the Youth Office will engage with the United Nations entities to enhance coordination and harmonize youth-related activities with a view to avoiding duplication of efforts and resources, and that the Secretary-General will provide an update on the Office's work in the next programme budget report (para. 12).

youth forum; preparation of the Secretary-General's policy brief on meaningful youth engagement in policymaking and decision-making processes; youth engagement in the Sustainable Development Goals Summit; disability inclusion research; and work related to enhancing opportunities for youth representation in the United Nations through internships and employment opportunities.

In 2023, during the transition phase, the Office of the Envoy of the Secretary-General on Youth has engaged with United Nations entities and United Nations country teams under the overall framework of the United Nations system-wide strategy on youth.

Enhanced coordination, coherence and harmonization of youth-related activities across the United Nations system continue to be the focus through:

- (a) Regular convening and chairing of:
 - (i) The high-level steering committee of the United Nations system-wide strategy on youth, consisting of 15 United Nations entities (including the Development Coordination Office) represented at the Assistant Secretary-General level;
 - (ii) The Joint working group comprising 41 focal points on young people, including from 18 United Nations entities;
 - (iii) Specific task teams on strategic and emerging areas, youth with disabilities and strengthening internships;
- (b) Coordination and engagement with 130 United Nations country teams at strategic moments of country-level work, including during:
 - (i) Common country analyses;
 - (ii) The design phase of United Nations Sustainable Development Cooperation Frameworks;
 - (iii) Annual joint workplan implementation.

Action in these areas is expected to be stepped up further in 2024, including through: (a) strengthened engagement in and coordination of the implementation of the United Nations system-wide strategy on youth; and (b) the launch of the third global progress report on the United Nations system-wide strategy on youth.

Brief description of the recommendation

The Advisory Committee encourages efforts to enhance youth representation at the United Nations, including through internships and employment opportunities, especially for youth from developing countries, as part of an effort to rejuvenate the Organization. The Committee trusts that updated information on the related activities will be provided in the next report (para. 17).

Action taken to implement the recommendation

In 2023, as part of the transition phase, the Office of the Envoy of the Secretary-General on Youth contributed to the Organization's rejuvenation efforts and to enhancing youth representation at the United Nations in the following areas:

- (a) Tracking progress made by United Nations country teams and United Nations entities against two key indicators, namely, expanding opportunities and improving fairness and quality of internships (especially for young people from developing countries), and increasing the proportion of young people (35 years of age and under) in their workforce. Data and insights on the above will be included in the third global progress report, which will be launched at a side event during the 2023 high-level political forum on sustainable development;
- (b) Accelerating the inter-agency work on internships through the task team on strengthening internships, together with the Office of Human Resources, the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, and working towards the finalization of the report on the status of internships in select entities in the United Nations, in which strengths and gaps regarding internships across select United Nations entities are identified and the way forward is outlined in line with the benchmarks proposed in the Joint Inspection Unit review of internship programmes in the United Nations system ([JIU/REP/2018/1](#)).

Plans for the rest of 2023 and for 2024 are as follows:

- (a) Launch of the report on the status of internships in select entities in the United Nations in September 2023;
- (b) Continued acceleration of the inter-agency work on internships under the United Nations system-wide strategy's task team on strengthening internships, and expanding the scope of the task team to include work on improving the proportion of young people in the United Nations workforce.

Annex III

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

<i>Component</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Office of the Director-General, United Nations Office at Nairobi	1	P-5	Establishment of 1 post of Senior Political Affairs Officer (P-5)	The proposed establishment would support the expanded role of the Director-General in political and preventive diplomacy in the context of the increasing importance of Kenya as the hub for various activities, including political, humanitarian and development activities, in the region and strengthen the capacity of the Office of the Director-General to deliver more effectively and comprehensively against its roles and responsibilities. The incumbent will, among others, advise the Director-General on political, socioeconomic and development issues in the region and provide support to the Director-General's regular political engagements with Member States, international and regional organizations, civil society, academia, the private sector and other stakeholders.
Office of the Special Representative of the Secretary-General for Children and Armed Conflict	1	P-5	Conversion of 1 post of Senior Political Affairs Officer (P-5)	The proposed conversion of the post of Senior Political Affairs Officer, previously funded from extrabudgetary resources, follows a notable increase in the work of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict over the past two years. The number of country situations covered by the mandate of the Office has increased from 19 to 24 and the work implications of these 24 countries are and will remain particularly heavy and demanding for the foreseeable future, with, among others, numerous engagements with parties to the conflict and capacity-building of Member States, United Nations bodies and agencies and regional organizations. The added workload will continue to require elaborate and complex analysis and sensitive political engagements with a high level of confidentiality. A securely funded post of a Senior Political Affairs Officer in the front office of the Special Representative, dedicated to engagement with parties to the conflict, is essential for adequately pursuing the mandate of the Office.
	(1)	P-4	Reassignment of 1 post of Programme Management Officer as a Political Affairs Officer (P-4)	The proposed reassignment better reflects the functions of the post, which have evolved over time to better serve the needs of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict. The functions of the post include research, analysis and monitoring of information gathered from diverse sources; maintaining up-to-date knowledge of events relating to regional issues; assisting in policy development, including the review and analysis of issues and trends; the preparation of evaluations or other research activities and studies; the preparation of various written outputs, including draft background papers, draft reports, analytical papers, input to speeches, briefing notes, thematic and country specific reports of the Secretary-General, and other documents, as required.
	1	P-4		

Section 1 Overall policymaking, direction and coordination

Component	Posts	Grade	Description	Reason for change
Office of data protection and privacy	4	1 D-2, 1 P-4, 1 P-3 and 1 GS (OL)	Establishment of 1 Chief Data Protection and Privacy Officer (D-2), 1 Data Protection and Privacy Officer (P-4), 1 Data Protection and Privacy Officer (P-3) and 1 Administrative Assistant GS (OL)	<p>The office of data protection and privacy would be led by the Chief Data Protection and Privacy Officer (D-2), who would oversee the development and implementation of the data protection and privacy rules, regulations, processes and policies of the Secretariat and would report to the Secretary-General. The Chief Data Protection and Privacy Officer would be responsible for fulfilling the functions assigned to him or her and ensuring that the office is able to deliver on the functions listed in paragraph 1.433 of the present report. The related functions would include providing independent advice and support to Secretariat entities on data protection and privacy compliance, establishing and maintaining a mechanism for receiving and disseminating requests made by individuals about their personal data, chairing the data protection and privacy committee, developing training materials, maintaining records of information, monitoring and reporting on data protection and privacy compliance by Secretariat entities and issuing recommendations to strengthen data protection and privacy at the Secretariat. The Chief Data Protection and Privacy Officer would also be responsible for bringing to the attention of senior management issues of a general concern, including recommendations to strengthen data protection and privacy regulations, rules, procedures and policies of the Secretariat, and representing the Secretariat in the United Nations system on issues related to data protection and privacy to strengthen collaboration with United Nations counterparts to promote the coherence and harmonization of data protection and privacy across the United Nations system organizations, consistent with best practices.</p> <p>The Chief Data and Protection and Privacy Officer would be supported by two posts of Data Protection and Privacy Officer (1 P-4 and 1 P-3) to ensure delivery of the functions of the office specified in 1.433 of the present report and summarized above.</p> <p>The Administrative Assistant post (General Service (Other level)) would oversee and provide the administrative supporting requirements for the office in the areas of human resources (including recruitment of personnel), the preparation of, reporting on and monitoring of expenditure, financial reporting, the administration of contracts and management of consultancies, the development of internal administrative procedures and processes, scheduling/coordination of travel for the office's personnel, and other administrative duties, as required.</p>

Abbreviation: GS (OL), General Service (Other level).

Annex IV

Overview of financial and post resources, by component and funding source

(Thousands of United States dollars/number of posts)

			<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
			2023 appropriation	2024 estimate (before recosting)	Variance	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate	Variance
Financial resources														
I.	Policymaking organs													
1.	General Assembly													
(a)	Travel of representatives of Member States that are least developed countries		1 510.3	1 510.3	—	—	—	—	—	—	—	1 510.3	1 510.3	—
(b)	Presidents of the General Assembly		241.8	239.5	(2.3)	—	—	—	2 989.6	2 989.6	—	3 231.4	3 229.1	(2.3)
(c)	Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly		1 332.5	1 334.8	2.3	—	—	—	—	—	—	1 332.5	1 334.8	2.3
2.	Advisory Committee on Administrative and Budgetary Questions (including its secretariat)		7 325.0	7 325.0	—	801.2	837.0	35.8	—	—	—	8 126.2	8 162.0	35.8
3.	Committee on Contributions		387.5	475.7	88.2	—	—	—	—	—	—	387.5	475.7	88.2
4.	Board of Auditors (including its secretariat)		3 960.9	3 873.8	(87.1)	3 863.7	4 056.9	193.2	6 288.7	6 619.1	330.4	14 113.3	14 549.8	436.5
5.	Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)		5 465.1	5 449.6	(15.5)	—	—	—	3 369.6	3 369.6	—	8 834.7	8 819.2	(15.5)
6.	Committee for Programme and Coordination		616.9	616.9	—	—	—	—	—	—	—	616.9	616.9	—
7.	Independent Audit Advisory Committee		566.9	566.9	—	—	—	—	—	—	—	566.9	566.9	—
	Subtotal, policymaking organs		21 406.9	21 392.5	(14.4)	4 664.9	4 893.9	229.0	12 647.9	12 978.3	330.4	38 719.7	39 264.7	545.0
II.	Secretary-General		898.3	898.3	—	—	—	—	—	—	—	898.3	898.3	—
III.	Executive direction and management													
1.	Executive Office of the Secretary-General		17 017.3	17 017.3	—	1 238.4	1 280.0	41.6	36 231.5	38 598.0	2 366.5	54 487.2	56 895.3	2 408.1

		<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
		<i>2023 appropriation</i>	<i>2024 estimate (before recosting)</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>
2.	Office of the Director-General, United Nations Office at Geneva	3 541.1	3 541.1	–	–	–	–	458.9	458.9	–	4 000.0	4 000.0	–
3.	Office of the Director-General, United Nations Office at Vienna	1 168.7	1 168.7	–	–	–	–	–	–	–	1 168.7	1 168.7	–
4.	Office of the Director-General, United Nations Office at Nairobi	978.1	1 100.2	122.1	–	–	–	282.9	282.9	–	1 261.0	1 383.1	122.1
Subtotal, executive direction and management		23 603.5	23 725.6	122.1	1 238.4	1 280.0	41.6	36 973.3	39 339.8	2 366.5	61 815.2	64 345.4	2 530.2
IV.	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	2 753.8	3 024.3	270.5	–	–	–	2 363.1	2 181.3	(181.8)	5 116.9	5 205.6	88.7
V.	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	1 638.4	1 638.4	–	–	–	–	5 335.8	5 335.8	–	6 974.2	6 974.2	–
VI.	Office of the Special Representative of the Secretary-General on Violence against Children	2 789.6	2 985.7	196.1	–	–	–	269.4	476.9	207.5	3 059.0	3 462.6	403.6
VII.	Office of the Victims' Rights Advocate	951.8	982.0	30.2	–	50.6	50.6	642.7	144.3	(498.4)	1 594.5	1 176.9	(417.6)
VIII.	Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	976.4	976.4	–	–	56.0	56.0	284.2	334.2	50.0	1 260.6	1 366.6	106.0
IX.	Office of the United Nations Ombudsman and Mediation Services	3 820.4	3 820.4	–	2 749.2	2 347.8	(401.4)	60.0	60.0	–	6 629.6	6 228.2	(401.4)
X.	Office of Administration of Justice	10 529.3	10 615.8	86.5	242.7	232.2	(10.5)	2 597.4	2 597.4	–	13 369.4	13 445.4	76.0
XI.	Ethics Office	2 368.1	2 368.1	–	1 063.7	1 134.9	71.2	1 172.1	1 172.1	–	4 603.9	4 675.1	71.2
XII.	Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	112.6	118.6	6.0	–	–	–	–	–	–	112.6	118.6	6.0
XIII.	Resident coordinator system	13 442.5	13 442.5	–	–	–	–	277 601.2	276 792.2	(809.0)	291 043.7	290 234.7	(809.0)

Section 1

Overall policymaking, direction and coordination

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2023 appropriation</i>	<i>2024 estimate (before recosting)</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>
XIV. United Nations Youth Office	2 376.1	3 633.1	1 257.0	—	—	—	—	961.2	961.2	2 376.1	4 594.3	2 218.2
XV. Office of data protection and privacy	—	851.3	851.3	—	—	—	—	—	—	—	851.3	851.3
Subtotal, programme of work	41 759.0	44 456.6	2 697.6	4 055.6	3 821.5	(234.1)	290 325.9	290 055.4	(270.5)	336 140.5	338 333.5	2 193.0
Total	86 769.4	89 574.7	2 805.3	9 958.9	9 995.4	36.5	339 947.1	342 373.5	2 426.4	436 675.4	441 943.6	5 268.2
Post resources												
I. Policymaking organs												
1. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	12	—	3	3	—	—	—	—	15	15	—
2. Board of Auditors (including its secretariat)	6	6	—	—	—	—	1	1	—	7	7	—
3. Independent Audit Advisory Committee	2	2	—	—	—	—	—	—	—	2	2	—
Subtotal, policymaking organs	20	20	—	3	3	—	1	1	—	24	24	—
II. Executive direction and management												
1. Executive Office of the Secretary-General	92	92	—	5	5	—	29	32	3	126	129	3
2. Office of the Director-General, United Nations Office at Geneva	17	17	—	—	—	—	3	3	—	20	20	—
3. Office of the Director-General, United Nations Office at Vienna	9	9	—	—	—	—	—	—	—	9	9	—
4. Office of the Director-General, United Nations Office at Nairobi	7	8	1	—	—	—	1	1	—	8	9	1
Subtotal, executive direction and management	125	126	1	5	5	—	33	36	3	163	167	4
IV. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	11	12	1	—	—	—	4	4	—	15	16	1
V. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	8	8	—	—	—	—	19	19	—	27	27	—

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2023 appropriation</i>	<i>2024 estimate (before recosting)</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>	<i>2023 estimate</i>	<i>2024 estimate</i>	<i>Variance</i>
VI. Office of the Special Representative of the Secretary-General on Violence against Children	10	10	–	–	–	–	1	1	–	11	11	–
VII. Office of the Victims' Rights Advocate	4	4	–	–	–	–	–	–	–	4	4	–
VIII. Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	4	4	–	–	–	–	–	–	–	4	4	–
IX. Office of the United Nations Ombudsman and Mediation Services	21	21	–	9	9	–	–	–	–	30	30	–
X. Office of Administration of Justice	40	40	–	1	1	–	–	–	–	41	41	–
XI. Ethics Office	9	9	–	3	3	–	–	–	–	12	12	–
XIII. Resident coordinator system	–	–	–	–	–	–	1 273	1 285	12	1 273	1 285	12
XIV. United Nations Youth Office	16	16	–	–	–	–	–	4	4	16	20	4
XV. Office of data protection and privacy	–	4	4	–	–	–	–	–	–	–	4	4
Subtotal, programme of work	123	128	5	13	13	–	1 297	1 313	16	1 433	1 454	21
Total	268	274	6	21	21	–	1 331	1 350	19	1 620	1 645	25