



General Assembly

Distr.: General
26 April 2023

Original: English

Seventy-eighth session

Items 139 and 140 of the preliminary list*

Proposed programme budget for 2024

Programme planning

Proposed programme budget for 2024

Part VIII

Common support services

Section 29B

Department of Operational Support

Programme 25

Management and support services

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* A/78/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** 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.

Foreword

Over the course of 2024, the Department of Operational Support will improve its delivery of operational support while adapting to the challenges of a complex operating environment.

We will strive to remove accessibility barriers that make procedures difficult to use. Where feasible, we will automate workflows and introduce new ways of delivering mandates better, using innovation methods to put clients at the heart of process design, with a view to enabling Secretariat entities to carry out their mandates and achieve results.

Simplifying our processes will enable us to focus on ways to achieve excellence in our advisory support. This includes tailored advice to enable clients to use their delegated authority, leveraging improved guidance documents, multimedia platforms and knowledge hubs, such as the Knowledge Gateway.

Where the Department is best placed to do so, it will provide direct operational support to its clients. This includes maintaining and improving common resource pools such as systems contracts and staff rosters. In addition, there are cases of escalated or in extremis situations – crises, new or closing field operations, or other major changes – in which the Department will provide direct support.

We will progressively shift away from providing transactional support to guidance and advisory services across all areas of operations. A large part of this work involves working with client offices to improve planning, identify our clients' future needs and mitigate the most pressing risks. We will better harness data and monitor performance across all areas of operational support, show progress and change course, when necessary. Throughout this, inclusion, both in terms of who we are and how we work, will be our watchword.

(Signed) Atul **Khare**
Under-Secretary-General for Operational Support

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

Overall orientation

Mandates and background

- 29B.1 The Department of Operational Support is the operational arm of the Secretariat and the client-facing interface for operational support matters in the Secretariat's management structure, which exists to support the objective of effective mandate delivery, in partnership with Secretariat entities and other clients. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [72/266 B](#) and [73/281](#). The Department delivers rapid, effective, efficient, responsible and, where required, customized enabling solutions that help partners to meet their mandates, including in the most challenging operating environments.

Strategy and external factors for 2024

- 29B.2 For 2024, the Department will enable effective mandate delivery through the provision of operational support. To implement its programme, the Department will work with client entities to define requirements and co-create solutions in the areas of end-to-end supply chain management, uniformed personnel support, human resources, diverse training services, business process improvement, and medical and occupational health and safety, as well as information and communications technology solutions through the Office of Information and Communications Technology. It will, in exceptional cases, exercise delegated authority on behalf of clients across the Secretariat.
- 29B.3 In addition, it will support entities within the Secretariat, such as small offices at Headquarters or in the field, that lack a dedicated executive office, an administrative unit or the capacity to meet the demands of surge requirements or other unusual circumstances. Surge requirements or other unusual circumstances include, in extremis, operational crisis response and support for other special situations, including field entity start-up or closure or other significant operational changes.
- 29B.4 Internally, the Department will continue its shift from providing direct transactional support to focus on enabling its clients through advisory and guidance functions. It will do this by simplifying existing operational support processes, enhancing advisory support to enable clients to exercise their delegated authority and improving strategic functions such as risk monitoring, foresight and data analytics. The Department will provide direct support only where necessary, for example, where there is a clear strategic imperative, where there are benefits from economies of scale or in response to crises or other escalated situations.
- 29B.5 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will reinforce its collaboration with Member States and regional organizations, such as the African Union and the European Union, including through capacity-building activities, knowledge exchange and functional arrangements in diverse areas of operational support, in order to achieve the scale and effectiveness needed to address complex challenges.
- 29B.6 With regard to inter-agency coordination and liaison, the Department will continue to strengthen the Secretariat-wide service delivery architecture, including country-level partnerships with United Nations agencies, funds and programmes, enhancing operational integration where feasible and providing the same services, of the same quality, to the same standards and at the same cost, throughout different locations. The Department will continue to address the issue of mutual recognition, including in the areas of human resources and supply chain management, and to seek collaboration opportunities and synergies in the spirit of One United Nations.
- 29B.7 With regard to the external factors, the Department considered applicable risks identified in its risk register and, accordingly, the overall plan for 2024 is based on the following planning assumptions:

- (a) Operations increasingly stabilize as the coronavirus disease (COVID-19) pandemic risks recede, allowing the Department to focus on its strategy while applying the lessons learned from the COVID-19 response;
 - (b) Relevant United Nations and non-United Nations partners continue to cooperate, amplifying the Department's impact in supporting client needs and discharging its mandates to ensure timely and sustained delivery of operational support;
 - (c) Supply chain disruptions do not prevent vendors from being able to provide timely and high-quality responses at the right cost;
 - (d) Special situations are not greater in number or complexity than planned for and, consequently, do not draw from resources dedicated to implementation of the broader overall plan.
- 29B.8 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, activities will include camp design methodologies, improvements in the area of women's health, staffing initiatives such as the senior women talent pipeline, and advice to field entities, upon request, to enable them to meet targets related to gender equality. In order to encourage a more equitable approach to the Organization's supply chain, the Department will continue to strengthen outreach and training for vendors, including for women-owned businesses.
- 29B.9 In line with the United Nations Disability Inclusion Strategy, the Department plans to continue to support efforts to improve accessibility for persons with disabilities to the United Nations premises. The Department will also leverage the increased use of digital tools and platforms to upgrade the digital infrastructure at Headquarters in order to increase accessibility.

Impact of the pandemic and lessons learned

- 29B.10 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular in the areas of integrated supply chains, administration and capacity development, and operational training. To mitigate the impact of supply chain volatilities, the Department leveraged its electronic capabilities in areas such as vendor outreach, electronic special committee approval for vendor registration, online bid opening and integrated business planning.
- 29B.11 In addition, in order to support Member States and clients on issues related to the COVID-19 pandemic, within the overall scope of the objectives, the Department provided recommendations for risk mitigation measures on United Nations premises for the 2022 sessions of the General Assembly in accordance with guidelines from the host country, including risk assessments for meetings, walk-throughs and support for other departments servicing the Assembly. The Department also continued to lead the COVID-19 vaccination programme, and the COVID-19 medevac mechanism on behalf of the United Nations system, including its smooth drawdown and closure at the end of 2022.
- 29B.12 The Department 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 incorporating the impact of increased use in flexible working arrangements into office space management, which enabled the Department to reduce the real-estate portfolio at Headquarters and realize efficiencies in rental obligations. On the basis of the lessons learned, the Department will pilot further adjustments to meet current office space needs. With regard to capacity-building, since the onset of the pandemic, the Department has been able to respond nimbly to the organizational need for customized operational learning offerings. The pandemic also hastened a worldwide trend towards online, remote and blended learning. A key insight was that the development of impactful e-learning required recurring investment in specialized digital licences and tools and the continuous maintenance of and improvement in the online platform for operational guidance (Knowledge Gateway). With various software applications, online tools and licences, the Department will be able to develop and deliver global learning content for a broader set of learners across various duty stations, with improved learning outcomes. At the same time, the Department observed that some key capacity development programmes, in particular those requiring behavioural change or soft-skill

acquisition, continue to require face-to-face, instructor-led components. For such programmes, the Department will provide in-person training, complemented by remote learning elements.

Legislative mandates

29B.13 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

72/266 A ;	Shifting the management paradigm in the	77/263	Special subjects relating to the proposed
72/266 B ; 73/281	United Nations		programme budget for 2023
76/274	Cross-cutting issues	77/264 A–C	Programme budget for 2023
77/262	Questions relating to the proposed programme budget for 2023		

Subprogramme 2

Supply chain management

Component 1

Integrated supply chain management

General Assembly resolutions

68/263 ; 69/273	Procurement	76/288	Financing of the United Nations
70/286	Cross-cutting issues		Multidimensional Integrated Stabilization Mission in Mali
76/281	Financing of the United Nations Interim Security Force for Abyei	76/289	Financing of the United Nations Disengagement Observer Force
76/282	Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	76/290	Financing of the United Nations Interim Force in Lebanon
76/283	Financing of the United Nations Peacekeeping Force in Cyprus	76/291	Financing of the United Nations Mission in South Sudan
76/284	Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	76/292	Financing of the United Nations Mission for the Referendum in Western Sahara
76/287	Financing of the United Nations Interim Administration Mission in Kosovo	76/293	Financing of the activities arising from Security Council resolution 1863 (2009)

Component 2

Uniformed capabilities support

General Assembly resolutions

50/222	Reform of the procedures for determining reimbursement to Member States for contingent-owned equipment	74/279	Triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment
67/261	Report of the Senior Advisory Group established pursuant to General Assembly resolution 65/289 to consider rates of reimbursement to troop-contributing countries and other related issues	76/275 76/276 76/279	Post-traumatic stress disorder framework Rates of reimbursement to troop- and police-contributing countries Support account for peacekeeping operations
72/285	Rates of reimbursement to troop- and police-contributing countries		

Deliverables

29B.14 Table 29B.1 lists all cross-cutting deliverables of the programme.

Table 29B.1

Cross-cutting 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 the:				
1. Fifth Committee	1	1	1	1
2. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Committee for Programme and Coordination	1	1	1	1
4. Special Committee on Peacekeeping Operations	1	1	1	1

Evaluation activities

29B.15 The following evaluations conducted by the Department, completed in 2022, have guided the proposed programme plan for 2024:

- (a) Evaluation of subprogramme 1, component 2, Capacity development and operational training;
- (b) Evaluation of the United Nations system's HIV post-exposure prophylaxis kit programme.

29B.16 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2024. For example, in response to the evaluation of subprogramme 1, component 2, the Department will strengthen the capacity of its clients for effective resource management by developing learning solutions and providing further tailored support. In response to the evaluation of the HIV post-exposure prophylaxis kit programme, the Department has revised data collection tools and developed a HIV post-exposure prophylaxis custodian directory and usage dashboard to better monitor programme implementation and track the distribution of kits. In addition, the Department will support the implementation of standardized measures for the procurement of HIV post-exposure prophylaxis kits across the United Nations system and explore ways to strengthen local host country health facilities to provide HIV post-exposure prophylaxis services to United Nations personnel.

29B.17 An evaluation of the standing surge capacity mechanism, to be conducted by the Department, is planned for 2024.

Programme of work**Subprogramme 1****Support operations****Component 1****Human resources support****Objective**

29B.18 The objective, to which this component contributes, is to strengthen the human resources capacity of all Secretariat entities, enable improved, simplified human resources processes and offer the Organization talented and diverse staffing pools.

Strategy

29B.19 To contribute to the objective, the component will:

- (a) Support Secretariat entities in the exercise of delegated authority in the area of human resources, including through:
 - (i) Timely and consistent specialized advisory support and guidance to human resources business partners across the Secretariat, including on dispute prevention and resolution, non-staff capacities and other entity-specific operational human resources needs;
 - (ii) Active engagement and regular analysis of support requests, with a view to communicating required policy changes to the Department of Management Strategy, Policy and Compliance on the basis of client needs;
 - (iii) Simplification and digitization of human resources processes, tools and procedures, such as recruitment, onboarding, testing and examination services, non-staff capacities and workforce planning, in cooperation with the Office of Human Resources and the Office of Information and Communications Technology, in line with the Organization's human resources commitments;
- (b) Offer high-quality and diverse pools of candidates by managing rosters across all job families;
- (c) Administer the young professionals programme.

29B.20 The above-mentioned work is expected to result in:

- (a) Secretariat entities accountably, effectively and efficiently exercising their delegated human resources authority in support of their mandates;
- (b) Increased efficiencies and measurable reductions in delays and redundancies in human resources processes;
- (c) Strengthened capacity for the timely identification and recruitment of candidates and talent that are the best fit.

Programme performance in 2022

More efficient human resources enterprise resource planning

29B.21 The component led business process improvement and simplification in Umoja as part of human resources business support. In 2021, the component established a joint Umoja human resources support team, providing enhanced human resources production support to client offices and streamlining processes. For example, a new danger pay solution was developed, which requires staff to claim danger pay by confirming their location for each day of the month. Previously, staff in danger pay locations were paid the full monthly danger pay amount, which was retroactively recovered for days when they were not present in the danger pay location, based on manual actions taken by human resources partners. The new solution also provided monitoring reports to be used by human resources partners, whose work is now streamlined because they no longer need to manually record the days when danger pay should be recovered. In 2022, the component worked to prioritize and implement Umoja human resources enhancements, for example, with the new P.2 beneficiary workflow, which covers cases of rejected sick leave, and the further streamlining of annual operational activities such as the annual dependency review and the annual time statement.

29B.22 Progress towards the objective is presented in the performance measure below (see table 29B.2).

Table 29B.2
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	New danger pay solution streamlined work processes and reduced manual work for human resources partners in client entities, enabling them to perform higher level functions such as operational monitoring	A new P.2 beneficiary workflow and automated rejected sick leave workflow streamlined work processes and reduced the need for manual review by human resources partners in client entities

Planned results for 2024**Result 1: improved recruitment and administration of non-staff personnel****Programme performance in 2022 and target for 2024**

- 29B.23 The component's work contributed to clients managing non-staff personnel responsibly and efficiently with the help of five additional guides and specialized operational advisory support, and contributed to client entities experiencing improved and simplified non-staff processes for consultants, contractors and interns through streamlined recruitment workflows in Inspira and reduced manual processes, which met the planned targets.
- 29B.24 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.3).

Table 29B.3
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
<p>Clients have access to a dedicated compendium for the recruitment and administration of non-staff personnel</p> <p>Clients benefit from a dedicated focal point for the recruitment and administration of non-staff personnel and set the priorities for the work programme based on their needs</p>	<p>Clients that manage non-staff personnel have access to needs-based guidance packages</p> <p>Clients benefit from a dedicated community of practice that prioritizes their needs and leverages best practice</p>	<p>Clients manage non-staff personnel responsibly and efficiently with the help of five additional guides and specialized operational advisory support and guidance</p> <p>Client entities experience improved and simplified non-staff processes for consultants, contractors and interns</p>	<p>Client entities experience improved and simplified processes and systems for the recruitment and administration of non-staff personnel recruited as type II gratis personnel</p> <p>Client entities benefit from improved reporting and statistics on the use of non-staff personnel</p>	<p>75 per cent of client entities report improved business intelligence for decision-making and workforce planning</p>

Result 2: improved young professionals programme**Programme performance in 2022 and target for 2024**

- 29B.25 The component's work contributed to Member States and staff providing their feedback and suggestions on the young professionals programme as part of a comprehensive evaluation study of the programme, which met the planned target. The study highlighted a need for more targeted outreach to qualified young nationals of unrepresented and underrepresented Member States and for increasing the number of posts against which candidates could be placed with a view to rejuvenating the Organization with young talent and improving the representation status of unrepresented and underrepresented Member States in the Secretariat.
- 29B.26 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.4).

Table 29B.4

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 a dedicated young professionals programme information session/information package	At least 50 per cent of appointed young professionals programme candidates are from unrepresented/underrepresented countries Positive results obtained in relation to gender parity in the newly established rosters	Member States and staff contribute to the comprehensive evaluation study of the young professionals programme	Member States and candidates benefit from the implementation of improvements suggested in the study in areas such as talent outreach, the examination process, placements, reassignments and career support Stakeholders to benefit from improved communications and guidance	At least 55 per cent of appointed young professionals programme candidates are from unrepresented/underrepresented countries

Result 3: Secretariat entities engage in workforce planning and organizational design**Proposed programme plan for 2024**

- 29B.27 The component provides operational and advisory support to entities, including peace operations, in exercising their delegation of authority for human resources management and through the development of guidance and tools to support workforce planning and organizational design.

Lessons learned and planned change

- 29B.28 The lesson for the component was the need to enhance its client engagement to better understand the gaps in guidance to support entities in workforce planning and organizational design and develop guidance and tools to meet those needs. In applying the lesson, the component will proactively ensure continued client engagement, including through dedicated support to entities, increased use of data and increased events in the workforce planning and organizational design network, as well as by raising awareness among clients of the available services. The component will also gather regular feedback to improve and update guidance and tools that address clients' needs.

29B.29 Expected progress towards the objective is presented in the performance measure below (see table 29B.5).

Table 29B.5
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Clients have access to the workforce planning guide and organizational design inventory in order to plan and manage their human resources effectively	Clients have access to the workforce planning nationalization guide and learning opportunities through online workforce planning course Workforce planning and organizational design network established, with 45 client entities represented	Clients have access to overview of entry level positions to guide utilization of P-1 and P-2 and guidance on rejuvenation of the workforce Clients have increased opportunities to share best practices in the workforce planning and organizational design network, with 59 client entities represented	Clients have access to the workforce capabilities toolkit to be able to progressively incorporate the priority workforce capabilities (e.g., data analytics and management, digital transformation, and innovation) Clients have access to organizational design guide to decide how the entity should be structured and function in order to achieve its goals	Clients have access to dedicated workshops on the workforce capabilities in order to address their specific workforce needs

Deliverables

29B.30 Table 29B.6 lists all deliverables of the component.

Table 29B.6
Subprogramme 1, component 1: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: advice and guidance in response to collaboration and service requests from Secretariat entities on all human resources issues, including escalation to the Department of Management Strategy, Policy and Compliance regarding authoritative policy interpretation, when necessary; non-staff administration and recruitment improvements; advice on attaining targets related to gender equality; talent programmes focused on field mission recruitment; examinations and tests, including the competitive examination for language positions for approximately 5,000 candidates, the young professionals programme for approximately 2,000 candidates, the Global General Service Test and the language proficiency examination for approximately 6,000 candidates; placement of approximately 60 young professionals programme roster candidates and reassignment of young professional staff members after their initial 2 years of service; approximately 40 centralized generic job openings across 23 job families to populate rosters; updated procedures and tools for the recruitment of national staff in field missions; guidance packages and sessions on workforce planning, organizational design and roster management to facilitate the human resources planning process for all Secretariat entities; tools in the Inspira talent management platform; change management initiatives for the implementation and adoption of business process functionalities in the recruitment module of the Inspira talent management system; and official status files in digital format for the efficient administration of peacekeeping personnel and towards a Secretariat-wide personnel records management system.

Component 2

Capacity development and operational training

Objective

- 29B.31 The objective, to which this component contributes, is to ensure that all Secretariat entities have the operational capacities necessary to effectively deliver on the mandates entrusted to them.

Strategy

- 29B.32 To contribute to the objective, the component will:
- (a) Develop and deliver diverse training and capacity development services in partnership with various offices of the Secretariat focused on operational needs, as well as enhance knowledge management and strengthen the effectiveness of operational capacities through support for standardization and process improvement initiatives, incorporating linguistically diverse delivery modalities, where possible;
 - (b) Develop and deliver training programmes on various operational areas, systems and processes, including governance improvement, administration, support areas and Umoja, with an emphasis on the eLearning mode of delivery and change management techniques, where deemed appropriate;
 - (c) Expand the range and content of training programmes and learning resources to improve multilingualism.
- 29B.33 The above-mentioned work is expected to result in:
- (a) Stronger organizational governance by senior leadership teams, as well as better trained and empowered staff to support operational decision-making, resource management and improvement in operational processes;
 - (b) Knowledge management and learning management platforms reaching the widest possible spectrum of day-to-day practitioners across the Secretariat, as well as the strengthening of awareness and competence with regard to resource stewardship and other operational responsibilities;
 - (c) Greater linguistic proficiency and diversity and improved communication capacities across the Secretariat in support of multilingualism.

Programme performance in 2022

African Union has access to training materials on drafting skills for its staff

- 29B.34 The component designed and developed a comprehensive drafting skills programme for staff of the African Union as part of the broader African Union-Department of Operational Support initiative for the knowledge expertise exchange programme, a long-standing strategic partnership for development. The programme was tailored to the needs of the African Union Peace Support Operations Division and was intended to enhance the correspondence and report writing skills of its staff. The curriculum was based on a learning needs analysis, with input from the African Union. Following the analysis, in the latter part of 2022 the component developed and handed over the following guidance materials: a reference manual for effective writing, which can be used as a stand-alone guide or in conjunction with tutor-led training; an annotated slide deck to present the guidelines during live training sessions; and the related training exercise booklet and facilitator's manual, the latter of which includes completely sequenced lesson plans and facilitation tips.
- 29B.35 Progress towards the objective is presented in the performance measure below (see table 29B.7).

Table 29B.7
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	The African Union has access to training materials, enabling the flexible organization of training sessions to improve the drafting skills of its staff

Planned results for 2024

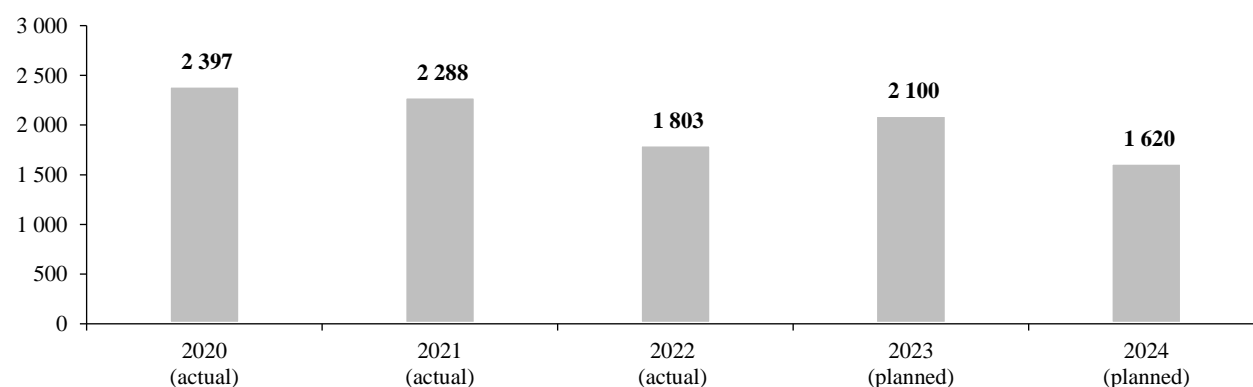
Result 1: integration of Umoja training

Programme performance in 2022 and target for 2024

- 29B.36 The component's work contributed to 138 human resource partners completing a newly developed Umoja certification training programme, as well as 59 certified unique learners, and a consequent reduction in user support requests in the human resources functional area to 1,803, which exceeded the planned target of 2,200 requests.
- 29B.37 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 29B.I).

Figure 29B.I

Performance measure: number of human resources service requests in Umoja (annual)



Result 2: enhanced language and communication skills of United Nations personnel

Programme performance in 2022 and target for 2024

- 29B.38 The component's work contributed to personnel of the United Nations and of permanent missions having access to language training on new topics, such as strategic writing skills for the United Nations and the use of gender-inclusive language, in line with United Nations Language Framework coverage, and contributed to the availability of a 10-hour self-paced train-the-trainer course, including a library of ready-to-use materials for language learning and assessment, which met the planned targets.
- 29B.39 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.8).

Table 29B.8
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
New hybrid and online learning formats available	Variety of hybrid and online learning formats available to users	Staff and permanent mission personnel have access to training on new topics, such as strategic writing skills for the United Nations and webinars introducing the United Nations guidelines for gender-inclusive language use, in line with United Nations Language Framework coverage	Additional self-study and self-assessment tools available to all United Nations Secretariat staff, permanent mission personnel and eligible participants in language courses	Learning managers across the Secretariat have access to additional resources and tools, including language samples, to improve application and use of the United Nations Language Framework
Alignment of pre-existing courses on the 6 official United Nations languages with the United Nations Language Framework initiated	Partial alignment of pre-existing courses with the United Nations Language Framework	10-hour self-paced train-the-trainer course available for United Nations Language Framework users, including a library of ready-to-use materials for language learning and assessment		

Result 3: effective resource stewardship in the Secretariat

Proposed programme plan for 2024

- 29B.40 The component seeks to build and develop a suite of operational learning solutions in collaboration with clients, utilizing a blended approach of online, virtual and/or face-to-face training, to improve proficiency in the effective management of resources. The suite of courses in areas that include human resources, financial management, decision-making skills or delegation of authority target staff across various levels and functional areas, recognizing that resource stewardship is a collective responsibility requiring multiple training topics and objectives.

Lessons learned and planned change

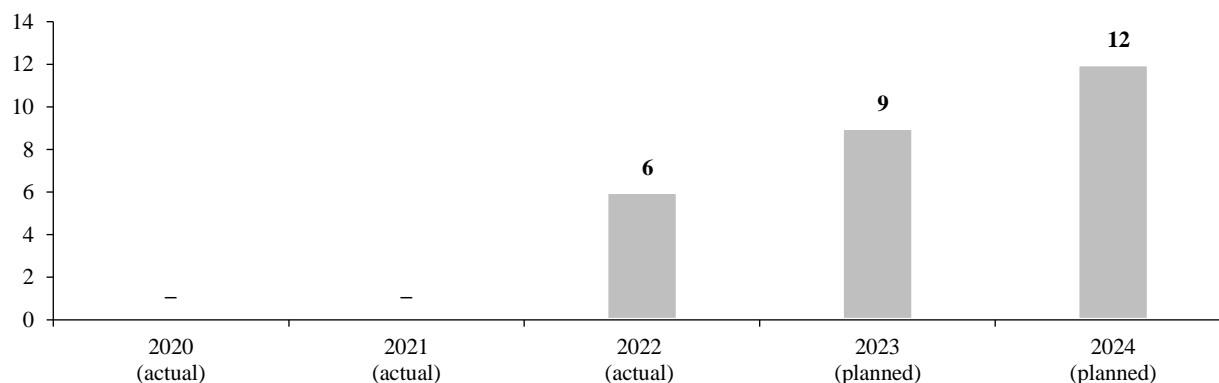
- 29B.41 The lesson for the component was that improving capacity in resource stewardship responsibilities worked better when offered through a wide range of learning solutions that are tailored to various audiences, objectives, time scales and operational topics. In applying the lesson, the component will expand the types of learning solutions and topics covered under the suite of resource stewardship to enable a comprehensive learning programme for more effective resource management. Examples include finance business partnering, which develops the skills, knowledge and expertise required to operate effectively as a finance business partner in support of decision-making, and introduction to

grant management, focusing on improving the management of trust fund resources. Combining various learning solutions under a wider umbrella will also allow the component to have a more comprehensive understanding of clients' needs and identify further learning opportunities.

29B.42 Expected progress towards the objective is presented in the performance measure below (see figure 29B.II).

Figure 29B.II

Performance measure: number of learning solutions on effective resource management available to client entities (cumulative)



Deliverables

29B.43 Table 29B.9 lists all deliverables of the component.

Table 29B.9

Subprogramme 1, component 2: deliverables for 2022–2024, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: in-person, online and blended capacity development programmes and initiatives; in-person and virtual governance improvement programme for approximately 16 senior leadership staff from 2 United Nations Secretariat entities; at least 6 learning products on inclusive communication in all 6 United Nations official languages, including instructor-led training and self-paced content for 500 beneficiaries, and illustrative samples (text, video and audio) to demonstrate language production at the various United Nations levels; instructor-led and self-paced language and communication training in all 6 official United Nations languages, including direct provision at United Nations Headquarters and other duty stations, with approximately 350 initiatives and additional promotion of comparable online language learning licences in 14 Secretariat entities; training on the use of updated and simplified enterprise system workflows and business process improvement; knowledge management products, guidance and best practices for more than 100 thematic areas to simplify and harmonize operational processes to 40,000 Secretariat staff members through the Knowledge Gateway; and embedded accessibility tools for persons with disabilities in the Knowledge Gateway.

Component 3

Health-care management and occupational safety and health

Objective

29B.44 The objective, to which this component contributes, is to ensure the health and well-being of the United Nations workforce.

Strategy

29B.45 To contribute to the objective, the component will:

- (a) Ensure standardized credentialing for United Nations health-care personnel and follow established mechanisms to ensure that health-care personnel with appropriate qualifications and skills are deployed to all field duty stations;
- (b) Implement health-care quality and patient safety standards at all United Nations health-care facilities above level 1+ and above by assessing the facilities, training medical personnel in health-care quality and patient safety standards, training medical officers (or other personnel, as appropriate) in assessment methodologies, and reviewing data from the hospital evaluation tool;
- (c) Promote a culture of safety at all level 1+ and above health-care facilities by implementing a clinical adverse event reporting system to support data collection for surveillance and the reporting of patient safety risks, adverse events and other indicators of harm at level 1+ and above facilities and by administering a culture of safety survey;
- (d) Develop and promote programmes and policies resulting from a disease surveillance system to develop evidence-based chronic disease prevention and health promotion programmes for implementation by United Nations medical services globally;
- (e) Implement the components of an occupational safety and health management system for Secretariat entities, including an incident reporting system and a monitoring and evaluation system, through support for an oversight body, the development of policy and standards, and training;
- (f) Modernize business processes, including for the collection of medical entitlements through the electronic medical record system, the improved capture of the cause of sickness absences and the integration of systems covering incidents, sickness, work-related medical evacuations and service-incurred compensation;
- (g) Undertake workplace and meeting risk assessments at United Nations Headquarters and other supported locations, where necessary, to identify hazards and implement mitigation strategies to prevent workplace illness and injury.

29B.46 The above-mentioned work is expected to result in:

- (a) A reduction in adverse events and preventable harm by enhancing the health and well-being of personnel, thereby contributing to reduced absenteeism and improved productivity in the workplace and resulting in a reduced financial impact on the Organization;
- (b) The continued mitigation of occupational health and safety risks;
- (c) The improved compliance of field and referral hospitals with United Nations health-care quality and patient safety standards that meet the needs of United Nations health-care professionals and staff.

Programme performance in 2022

Field medical personnel at the United Nations Interim Force in Lebanon have access to training on emergency blood transfusion

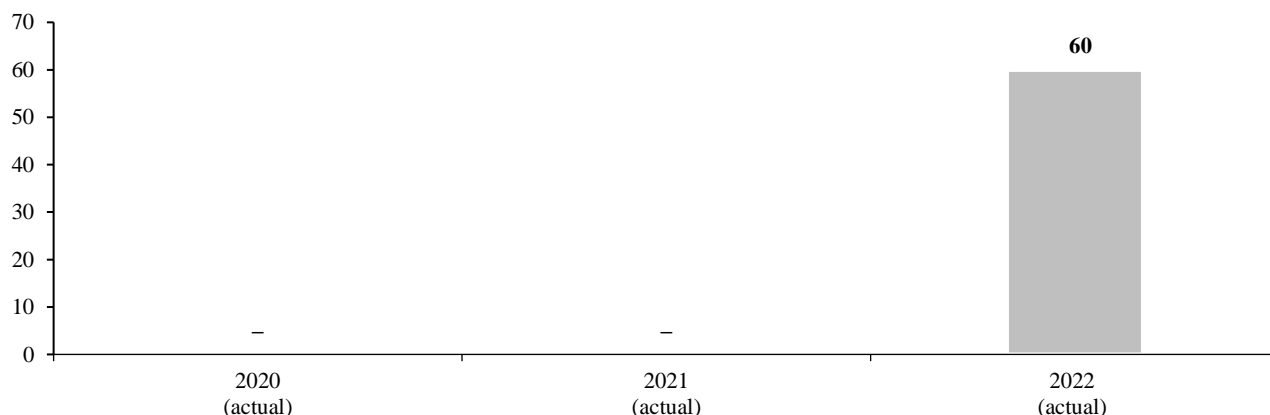
29B.47 United Nations field medical personnel provide critical support, often in complex contexts, to ensure the well-being of United Nations personnel who deliver on their mandates around the world. The component provides training to update and upgrade the professional skills of the field medical personnel, with the aim of ensuring appropriately trained medical and health personnel in every United Nations duty station. In 2022, the component developed and conducted a pilot emergency hemotherapy course at the United Nations Interim Force in Lebanon, in which 60 civilian and

military health personnel participated in theoretical and practical training on emergency blood transfusion. The component also developed and disseminated guidelines for field medical personnel on blood transfusion and in the handling of fresh whole blood.

29B.48 Progress towards the objective is presented in the performance measure below (see figure 29B.III).

Figure 29B.III

Performance measure: number of field medical personnel who had access to training on emergency blood transfusion



Planned results for 2024

Result 1: occupational safety and health incident-reporting system linking workplace incidents with related health data

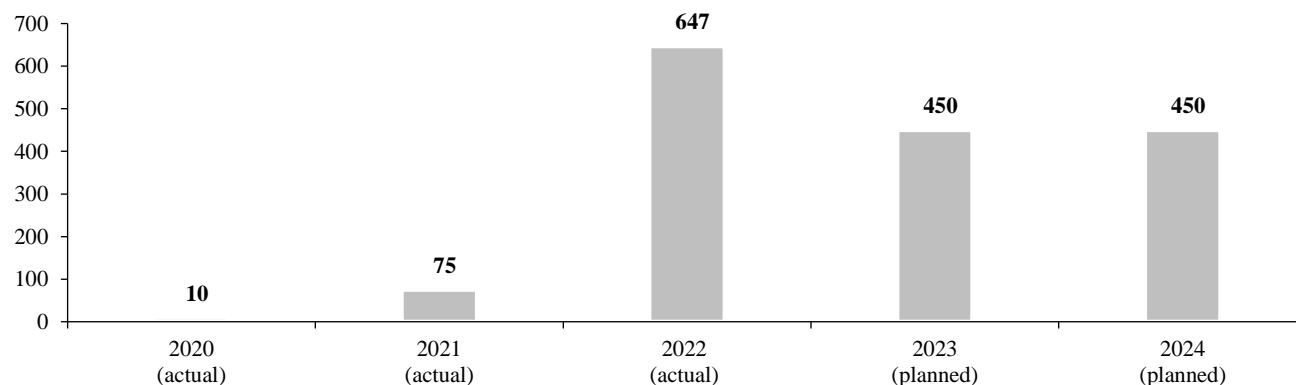
Programme performance in 2022 and target for 2024

29B.49 The component's work contributed to the verification and completion of mitigation measures for 647 workplace incidents, related primarily to COVID-19 exposure in the workplace, which exceeded the planned target of 300 mitigation measures.

29B.50 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 29B.IV).

Figure 29B.IV

Performance measure: number of actionable mitigation measures completed and verified (annual)



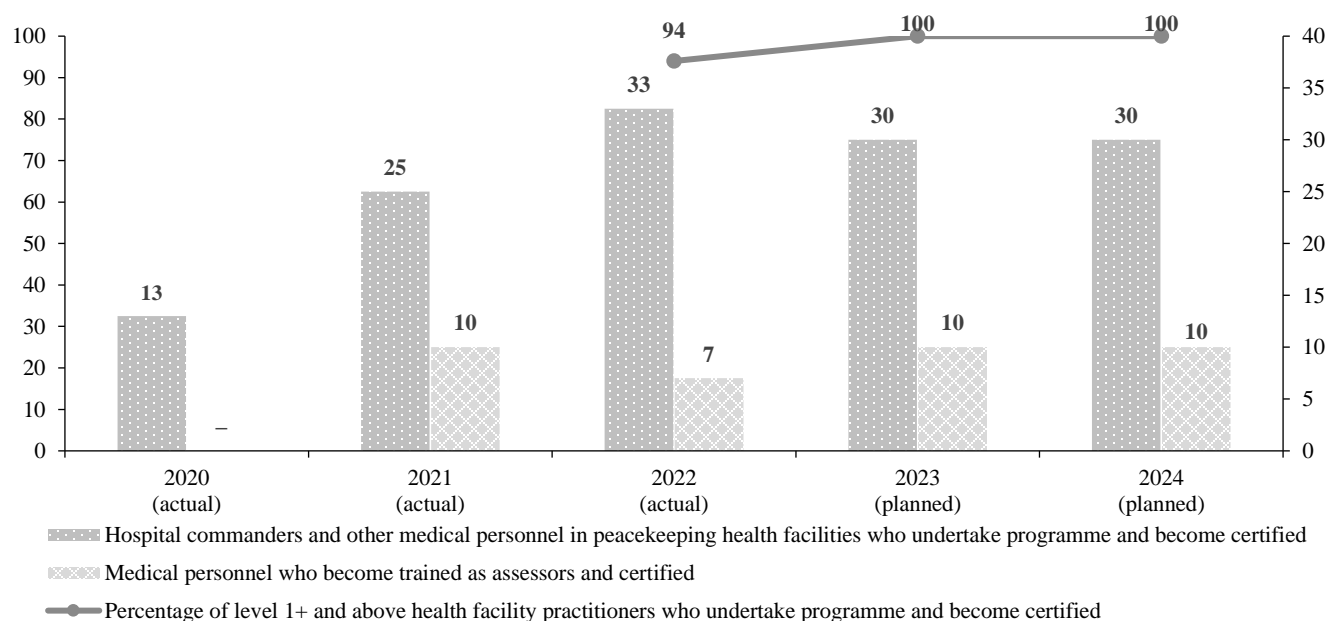
Result 2: health-care quality and patient safety standards implemented in health-care facilities above level 1+ and above in field missions for enhanced patient safety

Programme performance in 2022 and target for 2024

- 29B.51 The component's work contributed to increased knowledge of medical personnel on health-care quality and patient safety, with 33 hospital commanders and other medical personnel in peacekeeping health facilities certified in health-care quality and patient safety standards, which exceeded the planned target of 16; 7 medical personnel trained and certified as assessors, which did not meet the planned target of 10; and 94 per cent of trained level 1+ and above health facility practitioners becoming certified, which exceeded the planned target of 80 per cent. The planned target of 10 medical personnel certified as assessors was not met because some medical officers did not pass the certification assessment. The component will provide further training towards their certification in the next round of assessments.
- 29B.52 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 29B.V).

Figure 29B.V

Performance measure: increased knowledge of medical personnel, hospital commanders and level 1+ and above health facility practitioners of health-care quality and patient safety^a (annual)



^a The performance measure has been updated to reflect annual figures for all categories of medical personnel and to include the number of other medical personnel in peacekeeping health facilities certified, in addition to the number of hospital commanders.

Result 3: a safe and healthy environment for female civilian and uniformed personnel in peace operations

Proposed programme plan for 2024

- 29B.53 The component supports field medical personnel, including in peace operations, by providing training and certification on a broad range of medical services. As a result of the combined efforts of troop- and police-contributing countries and the Secretariat, there has been an increase in the representation of female civilian and uniformed staff in peace operations.

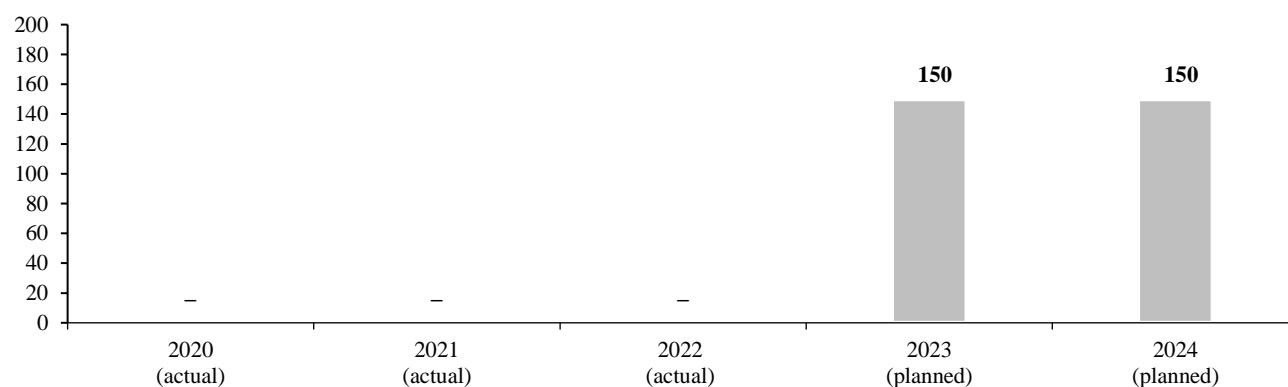
Lessons learned and planned change

29B.54 The lesson for the component, based on field medical capability surveys and needs assessments, was the need to improve women's health services in peace operations. In applying the lesson, the subprogramme will develop an online women's health training course to enable field medical personnel to provide gender-sensitive medical services and address gaps in women's health services. The course will consist of 10 modules covering topics that include gender-sensitive medical history taking and examination, screening for cancers that affect women, and prenatal and post-partum care, among others. Through these efforts and by engaging chief medical officers, force medical officers and health managers, the component will contribute to fostering a safe and healthy environment for female civilian and uniformed personnel in peace operations.

29B.55 Expected progress towards the objective is presented in the performance measure below (see figure 29B.VI).

Figure 29B.VI

Performance measure: number of field medical personnel who have access to training on women's health and who report improved knowledge and capabilities for gender-sensitive services (annual)

**Deliverables**

29B.56 Table 29B.10 lists all deliverables of the component.

Table 29B.10

Subprogramme 1, component 3: deliverables for the period 2022–2024, by category and subcategory

*Category and subcategory***E. Enabling deliverables**

Health-care management and occupational safety and health: credentialing process for health-care personnel in compliance with the guidelines for technical clearances and the technical skills framework; psychosocial services, including mental health services; medical clearance of 4,000 personnel for recruitment and travel and immunizations of 3,000 personnel annually; guidance on global occupational health and safety services; audit reports on incident investigations performed by duty stations within the field safety programme; occupational health and safety policy and standards; specialist workplace accommodation reviews; field health support plans for field duty stations and field missions, upon request; assessment of field hospitals for compliance with health-care quality and patient safety standards, and training medical personnel on those standards; clinical audits of field health-care facilities; patient experience surveys; weekly webinars for medical personnel and online courses on women's health and emergency hemotherapy; training on occupational health and safety issues and on medical entitlement for field health case managers; guidance for public health emergencies; and assessments on emergency preparedness, including for mass casualty events.

Subprogramme 2 Supply chain management

Component 1 Integrated supply chain management

Objective

- 29B.57 The objective, to which this component contributes, is to ensure the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by United Nations Secretariat client entities.

Strategy

- 29B.58 To contribute to the objective, the component will:
- (a) Develop a longer-term strategy that better aligns the Secretariat's end-to-end supply chain with the 2030 Agenda for Sustainable Development and expand the supply chain planning horizon to cover five years in support of the strategy;
 - (b) Identify and ensure the availability of appropriate sourcing options and solutions, such as global and regional systems contracts, local procurement, letters of assist and memorandums of understanding, or the leveraging of existing stock, integrating practices that are client-centric, effective, innovative, responsible, efficient and gender-sensitive;
 - (c) Intensify outreach efforts, including through targeted outreach to Member States and the enhanced use of business seminars, in particular for women-owned businesses, persons with disabilities and vendors from developing countries and countries with economies in transition;
 - (d) Maintain and update the list of strategic goods and services sourced through Headquarters to improve risk management in procurement, economies of scale and standardization;
 - (e) Support all entities with the timely and effective sourcing and delivery of goods and services, including the fulfilment of unforeseen requirements, such as life-saving drugs, blood and blood-related products.
- 29B.59 The above-mentioned work is expected to result in:
- (a) The availability of the right goods and services at the right time, while taking into consideration their whole-life cost;
 - (b) Client entities gaining access to appropriate, effective and efficient sourcing and delivery solutions to deliver on their mandates;
 - (c) A more diversified vendor roster for various categories of goods and services, facilitating more inclusive and effective international competition;
 - (d) The availability of an adequate supply of vaccines, medical equipment and supplies, and transportation services to support the activities of clients.

Programme performance in 2022

Continued operations at the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, notwithstanding fuel shortages

- 29B.60 The component supports client entities through strategic guidance, technical expert advice, sourcing solutions through turnkey contracts for the supply and delivery of fuel, and the facilitation of contract management. In April 2022, the regional fuel contractor supplying the United Nations Multidimensional

Integrated Stabilization Mission in the Central African Republic faced limitations with the amount of fuel that the contractor could source using its credit lines, in the wake of global price increases, and it ultimately could not source and deliver fuel to the Mission. The situation was further aggravated by the regional shortage of fuel caused by extended delays in shipping through maritime supply routes to West Africa. The regional shortage reached its peak in May 2022, concurrently with the time by which the Mission expected to exhaust its fuel reserves. To mitigate the risk, the component took an immediate response in cooperation with the Mission to procure fuel from alternative sources and ensure business continuity. The measures included the issuance of guidance to all missions to minimize fuel consumption, for the immediate and short term, engaging fuel vendors operating in the region and sourcing and transporting fuel from other countries in the region. At the same time, in the longer term, the component ensured that a new contract was established effective July 2022.

29B.61 Progress towards the objective is presented in the performance measure below (see table 29B.11).

Table 29B.11

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic able to continue operations and implement its mandates, notwithstanding fuel shortages in the region

Planned results for 2024**Result 1: automation and modernization of the supply chain****Programme performance in 2022 and target for 2024**

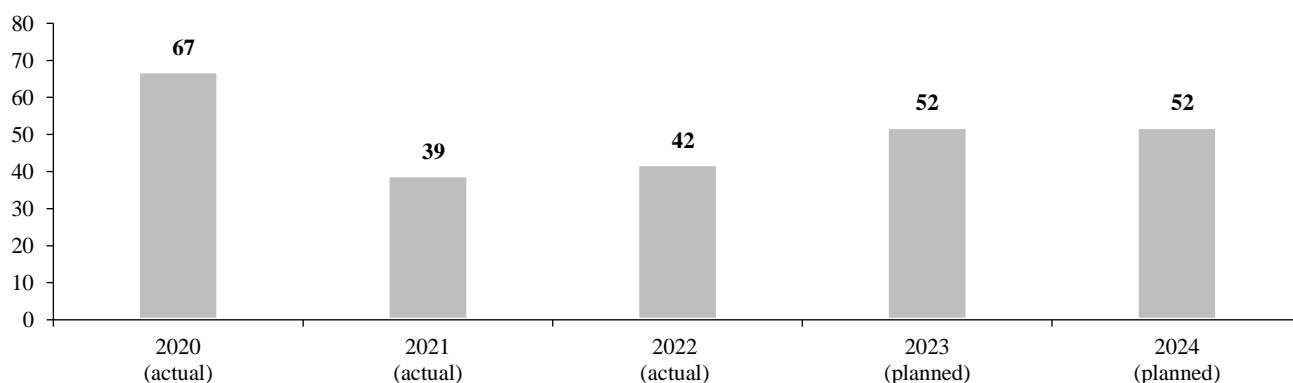
29B.62 The component's work contributed to the availability of processes for emergency procurement and solicitation timelines for requests for quotations of 42 days, which exceeded the planned target of 52 days.

29B.63 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 29B.VII).

Figure 29B.VII

Performance measure: solicitation timelines for requests for quotations (annual)

(Number of days)



Result 2: enhanced competition in United Nations procurement through a focus on vendors from developing countries and countries with economies in transition

Programme performance in 2022 and target for 2024

- 29B.64 The component's work contributed to increased awareness among vendors, in particular from developing countries and countries with economies in transition, regarding options for collaboration on procurement with the United Nations, through intensified outreach efforts, multilingual vendor registration and targeted outreach to vendors living with a disability and women-owned businesses, which met the planned target.
- 29B.65 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.12).

Table 29B.12

Performance measure

<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (planned)</i>	<i>2024 (planned)</i>
–	The awareness of vendors from developing countries and countries with economies in transition is increased regarding options for collaboration on procurement with the United Nations	Increased awareness of vendors, in particular vendors from developing countries and countries with economies in transition, regarding options for collaboration on procurement with the United Nations, through intensified outreach efforts, multilingual vendor registration and targeted outreach to vendors living with a disability and women-owned businesses	The awareness of vendors from developing countries and countries with economies in transition is increased regarding options for collaboration on procurement with the United Nations, including through multilingual vendor registration and training on how to do business with the Organization	5 per cent increase in the proportion of businesses from developing countries and countries with economies in transition invited to submit bids, proposals or quotations

Result 3: reduced environmental footprint through effective supply chain management

Proposed programme plan for 2024

- 29B.66 The component provides an agile, accountable and cost-effective supply chain to enable client entities' mandate delivery, through the provision of fit-for-purpose sourcing solutions, technical guidance and training. The component negotiated systems contracts that enable client entities to reduce their environmental footprint.

Lessons learned and planned change

- 29B.67 The lesson for the component was that a broad, multifaceted approach that is intended to address multiple areas to reduce the environmental footprint of United Nations operations may preclude steadier and more immediate progress. In applying the lesson, the component will adopt a phased approach with targeted efforts on specific facets that progressively reduce the environmental

footprint of the United Nations. The component will roll out sourcing solutions that enable United Nations entities to procure renewable energy on a turnkey basis. It will also provide guidance on incorporating circular supply chain practices and models across all categories.

29B.68 Expected progress towards the objective is presented in the performance measure below (see table 29B.13).

Table 29B.13
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Client entities have access to 3 system contracts on energy efficiency, 2 system contracts on water and wastewater treatment and 1 system contract on waste management	Client entities have access to an additional 5 system contracts on waste management and 4 contracts on waste and wastewater treatment	Peacekeeping missions have access to guidance on improved fuel utilization	Client entities have access to turnkey renewable energy solutions	Client entities have access to 3 system contracts for hybrid vehicles, solar surface electric pumps and solar submersible deep well pumps

Deliverables

29B.69 Table 29B.14 lists all deliverables of the component.

Table 29B.14
Subprogramme 2, component 1: 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. Report of the Secretary-General on supply chain activities to the General Assembly (biennial report)	–	–	1	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	46	58	33	54
2. Seminars on how to do business with the United Nations for suppliers from developing countries and countries with economies in transition	46	58	33	54
C. Substantive deliverables				
Consultation, advice and advocacy: advice on 100 local procurement authority requests from client entities.				
D. Communication deliverables				
Outreach programmes, special events and information materials: briefings for 6 international partners, including Member States, on functional arrangements within areas of logistical cooperation in all field missions, system-wide cooperation on business operation projects and procurement cases with the United Nations entities procurement network; and outreach to vendors.				
Digital platforms and multimedia content: e-catalogue for all goods and services; supply chain performance management framework; business intelligence reports for all functions in the Secretariat-wide supply chain, including on supply chain performance; dedicated virtual space to encourage innovation and excellence in supply chain management; and annual update of Secretariat procurement statistics.				

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
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E. Enabling deliverables

Administration: advisory services on procurement matters for 44 client entities, including on optimal acquisition plans, sourcing solutions, systems contracts, procurement modalities and other supply chain matters; category management and planning for the end-to-end supply chain, including through the issuance of standard operating procedures, online sourcing support service community of practice and category-specific communities of practice, such as fuel and rations; system contracts; Umoja supply chain planning tool; annual supply chain plan and strategic sourcing; operationalized mutual recognition, in line with the promulgated supply chain operational guidance on cooperation with United Nations organizations; collaborative contracts, such as for a fleet management vehicle-tracking system; 100 global systems contracts, 30 turnkey contracts, air transportation service contracts and other contracts; vendor registration documents in the 6 official United Nations languages; deployment and rotation cycles and solutions sourced for uniformed personnel and associated cargo by air, naval and ground transport modalities; strategic level support within the logistics specialist areas; system-wide aviation regulatory framework; guidance on aviation safety, including that related to air service vendors; operational guidance, manuals and best practices on supply chain management; e-tendering platform; online contracts catalogue for global, regional and local system and turnkey contracts; Umoja master data management and data quality measures; risk management for fuel and rations; electronic fuel management system data quality improvement; and implementation and review of new sustainable supply chain technologies.

Component 2 Uniformed capabilities support

Objective

- 29B.70 The objective, to which this component contributes, is to ensure the efficient and effective functioning of the peace and security pillar of the United Nations.

Strategy

- 29B.71 To contribute to the objective, the component will:
- (a) Serve as the single point of contact for troop- and police-contributing countries on all administrative and logistical issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement;
 - (b) Support the periodic review by the General Assembly of the reimbursement framework associated with uniformed capabilities deployed in formed units, support the negotiation and finalization of memorandums of understanding with troop- and police-contributing countries, expeditiously process applicable reimbursements in line with the decisions of the Assembly and facilitate the strategic integration of relevant performance data related to deployed contingent-owned equipment;
 - (c) Provide a streamlined reimbursement process involving an enhanced memorandum of understanding and payment processes;
 - (d) Provide strategic and operational support and foster enhanced partnerships with troop- and police-contributing countries.
- 29B.72 The above-mentioned work is expected to result in:
- (a) Servicing of the General Assembly during the periodic review of the reimbursement framework for formed units and the implementation of all derivative guidance;
 - (b) Streamlined and timely payments to troop- and police-contributing countries for uniformed personnel and contingent-owned equipment deployed in formed units, letter-of-assist reimbursements, death and disability claims and ad hoc claims;

- (c) Increased transparency and accountability of the reimbursement process and the real-time availability of data to Member States, Headquarters and field missions.

Programme performance in 2022

Periodic review of the reimbursement framework for formed units

29B.73 The General Assembly periodically reviews the standards and rates of reimbursement for uniformed personnel deployed in formed units. As established in Assembly resolution [67/261](#), the quadrennial survey informs this review of the standard rate of reimbursement. In line with the methodology required by the Assembly, the component established a sample of troop- and police-contributing countries that participated in the quadrennial survey. Following the development and administration of the data collection instrument, the component visited the participating sample of troop- and police-contributing countries to guide the submission of required data. The component consolidated the data submissions and prepared the report of the Secretary-General. This most recent report of the Secretary-General on the quadrennial survey ([A/76/676](#)) was considered by the Assembly in 2022. The Assembly, in its resolution [76/276](#), agreed to a new standard rate of reimbursement for uniformed personnel, which took effect on 1 July 2022. The Assembly, in its resolution [76/274](#), also revised the recreational leave allowance payable to contingent personnel in field missions.

29B.74 Progress towards the objective is presented in the performance measure below (see table 29B.15).

Table 29B.15

Performance measure

<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (actual)</i>
The General Assembly adopted the standards and rates of reimbursement for contingent-owned equipment on the basis of the 48 recommendations of the 2020 Working Group on Contingent-Owned Equipment	Survey on standard rate of reimbursement to uniformed personnel deployed in formed units received by the General Assembly	The General Assembly adopted a revised standard rate of reimbursement for uniformed personnel deployed in formed units and a revised recreational leave allowance

Planned results for 2024

Result 1: a sustainable and appropriate approach to post-traumatic stress disorder claims within the death and disability framework for uniformed personnel

Programme performance in 2022 and target for 2024

- 29B.75 The component's work contributed to the General Assembly considering the comprehensive study on the reimbursement of post-traumatic stress disorder claims for closed field missions prepared by the component, which met the planned target. In its resolution [76/275](#), the Assembly adopted a pay-as-you-approach to compensation for adjudicated claims.
- 29B.76 The component's work also contributed to the settlement of 538 death and disability claims, of which 343 were adjudicated post-traumatic stress disorder claims associated with closed field missions, which met the planned target.
- 29B.77 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.16).

Table 29B.16
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
In its resolution 74/280 , the General Assembly called for a comprehensive study on post-traumatic stress disorder	Post-traumatic stress disorder study and report of the Secretary-General based on data collection, interviews and a scientific literature review prepared by advisory board and submitted to General Assembly	The General Assembly, in its resolution 76/275 , adopted a pay-as-you-go approach to compensation for adjudicated claims	The General Assembly decides on the post-traumatic stress disorder framework	Adjudicated claims to be certified and disbursed in accordance with the decisions of the General Assembly
Advisory board on post-traumatic stress disorder claims established with Member States and subject matter experts		343 post-traumatic stress disorder claims associated with closed field missions settled		

Result 2: contingent-owned equipment policies, procedures, standards and definitions considered**Programme performance in 2022 and target for 2024**

- 29B.78 The component's work contributed to preparations for the 2023 meeting of the Working Group on Contingent-Owned Equipment, including the mandated pre-sessional meeting in November 2022 to support Member States in electing the Bureau and agreeing on the agenda for the 2023 meeting, which met the planned target.
- 29B.79 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.17).

Table 29B.17
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Standards and rates of reimbursement for contingent-owned equipment were updated through 48 recommendations of the 2020 Working Group on Contingent-Owned Equipment	Member States provided instructions on preparing issue papers and national cost data submissions	Pre-sessional bureau of the 2023 meeting of the Working Group on Contingent-Owned Equipment was convened	Standards and rates of reimbursement for contingent-owned equipment updated on the basis of the recommendations of the 2023 Working Group on Contingent-Owned Equipment	Implementation of the decisions of the General Assembly on the standards for and rates of reimbursement for contingent-owned equipment

Result 3: single point of contact in the areas of administrative, logistical and financial support for troop- and police-contributing countries for faster reimbursement**Proposed programme plan for 2024**

- 29B.80 The component serves as the single point of contact within the Secretariat for troop- and police-contributing countries on administrative and logistical aspects related to force generation,

memorandums of understanding, contingent-owned equipment and reimbursement and has been working towards further streamlining timely payments to troop- and police contributing countries.

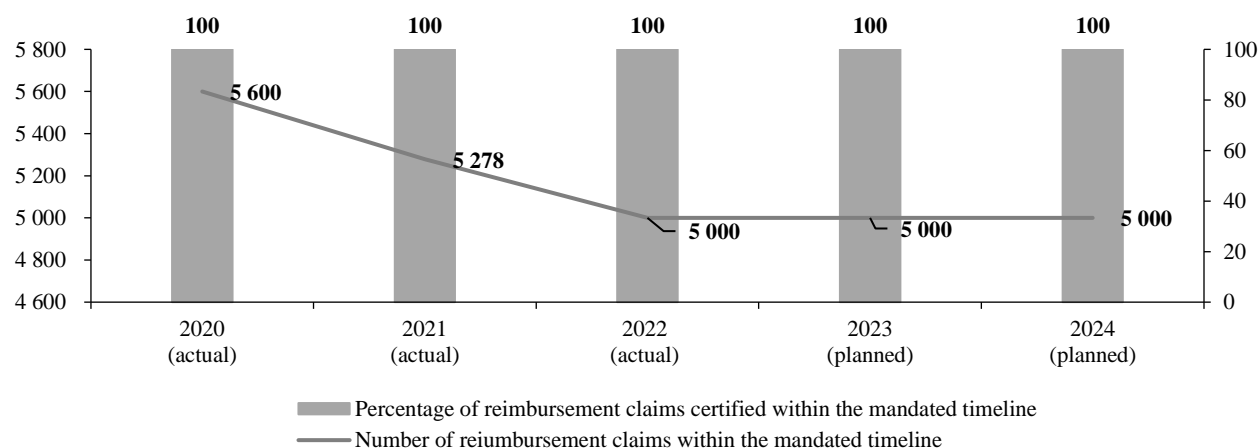
Lessons learned and planned change

29B.81 The lesson for the component was the importance of continued close coordination with Member States, Headquarters stakeholders and field missions regarding the reimbursement framework for formed units. In applying the lesson, the component will enhance coordination to further streamline timely payments to troop- and police-contributing countries and to strengthen its future support for the legislative review of the reimbursement framework for formed units.

29B.82 Expected progress towards the objective is presented in the performance measure below (see figure 29B.VIII).

Figure 29B.VIII

Performance measure: number of reimbursement claims (uniformed personnel and contingent-owned equipment) certified within the mandated three months following the end of the preceding quarter (annual)



Deliverables

29B.83 Table 29B.18 lists all deliverables of the component.

Table 29B.18

Subprogramme 2, component 2: 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	2	–
Reports of the:				
1. 2023 Working Group on Contingent-Owned Equipment	–	–	1	–
2. Secretary-General on the 2023 Working Group on Contingent-Owned Equipment	–	–	1	–
3. Secretary-General on the results of the survey to support the review of the standard rate of reimbursement to troop- and police-contributing countries	1	1	–	–
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
4. Meeting of intergovernmental bodies, including the Fifth Committee and the Working Group on Contingent-Owned Equipment ^a	5	5	5	5

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	20	20	10	10
5. Training events on the various aspects of memorandums of understanding and contingent-owned equipment policies and procedures, as well as death and disability compensation claims (for Member States)	20	20	10	10
E. Enabling deliverables				
Administration: reimbursement framework for formed units, including the quadrennial survey on standard uniformed personnel reimbursements, triennial meetings of the Working Group on Contingent-Owned Equipment and other decisions of the General Assembly; administration of the Member State portal; training for Secretariat entities and all field missions with formed units on the reimbursement framework; new and amended Statements of Unit Requirements, memorandums of understanding, letters of assist and agreements for military and police contingents deployed to field missions or pledged to the rapid deployment level of the Peacekeeping Capability Readiness System, and participation in advisory, predeployment, rapid deployment-level, contingent-owned equipment verification and other visits to troop- and police-contributing countries; reimbursements to military and police personnel and for contingent-owned equipment deployed to field missions on memorandums of understanding or letters of assist, including through the calculation of premiums, deductions and death and disability and post-traumatic stress disorder compensation; servicing of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board; comparative performance analysis and management decision reports.				

^a Includes quarterly briefings to the Fifth Committee on the status of reimbursements, the legislative review of the report of the Secretary-General on the quadrennial survey, and the legislative review of the report of the 2023 Working Group on Contingent-Owned Equipment and the report of the Secretary-General on the 2023 Working Group on Contingent-Owned Equipment.

Subprogramme 3 Special activities

Objective

29B.84 The objective, to which this subprogramme contributes, is to ensure effective and efficient operational support responses by the Secretariat, including for unique and escalated requirements.

Strategy

29B.85 To contribute to the objective, the subprogramme will:

- Facilitate the Secretariat's operational support response to emerging situations and other unique and surge-level requirements, including through planning support and monitoring, shared situational awareness (early warning and escalated reporting), the provision of surge and specialized capacities, and the facilitation of coordinated efforts;
- Facilitate a robust value-for-money and resource stewardship agenda to inform efficient, effective and responsive operational support functions across the Secretariat;
- Coordinate and maintain bilateral and other multiparty relationships with key non-Secretariat partners in support operations;
- Coordinate or provide specialized advice, development of service delivery relationships or formation of temporary teams, as required.

29B.86 The above-mentioned work is expected to result in:

- Sustainable and responsive multidimensional support for operational response to escalated situations and unique requirements;
- Mutually beneficial collaboration between Secretariat and non-Secretariat entities, including regional organizations, that is predictable and sustainable in addressing priority needs across Secretariat entities;

- (c) Measurable gains in efficiency and responsiveness across the Secretariat operational support architecture, including deepened cooperation in support operations with United Nations agencies, funds and programmes;
- (d) Secretariat entities having access to guidance on operational support resourcing priorities and standards that is responsive to evolving requirements.

Programme performance in 2022

Secretariat entities undertake critical crisis preparedness, planning and response in escalated situations

29B.87 During 2022, the subprogramme placed an increased focus on supporting responses to escalated situations and incidents facing the Secretariat, including the development of major support issues and action to maintain or restore disrupted operations or transition of Secretariat entities. The subprogramme provided support to the United Nations Integrated Office in Haiti in maintaining operations in the face of heightened security threats in Haiti; support to the resident coordinators in Haiti, Sri Lanka and Ukraine in developing contingency plans; planning and surge support to the Office for the Coordination of Humanitarian Affairs in its establishment of the Black Sea Grain Initiative and a new office in Mozambique; assistance to the United Nations Support Mission in Libya in its establishment of a mechanism to monitor implementation of the October 2020 ceasefire agreement; and surge support to assist activities of the International Atomic Energy Agency in Ukraine.

29B.88 Progress towards the objective is presented in the performance measure below (see table 29B.19).

Table 29B.19
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
Dedicated coordination arrangements established at Headquarters enable Secretariat entities to continue mandate implementation through the COVID-19 pandemic	Secretariat entities address escalated situations, with the support of rapidly deployed expertise through the newly established standing surge capacity mechanism	Secretariat entities maintain or restore disrupted operations and receive planning expertise and specialized support to address escalated situations

Planned results for 2024

Result 1: new and expanded field operations guided by mission support concepts

Programme performance in 2022 and target for 2024

- 29B.89 The subprogramme's work contributed to 100 per cent of mission concepts fully meeting the minimum standards, which met the planned target.
- 29B.90 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.20).

Table 29B.20
Performance measure

<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (planned)</i>	<i>2024 (planned)</i>
Mission support concepts applied in the establishment of special political missions in Haiti, the Sudan and Yemen	Systematic application of mission support concepts in all special situations	100 per cent of mission concepts fully met the minimum standards	Secretariat entities receive 50 weekly situational awareness reports on escalated situations affecting them to support the response for the restoration of disrupted operations Improved management of financial resources and risk mitigation by completing post-closure administrative liquidation for 80 per cent of field missions within 12 months of assumption of responsibility	At least 2 missions that are going through transitions and new field operations are enabled to scale up, maintain mandate delivery or manage closure of the entity within the organizational regulations and rules Information-sharing platform available, including as an early warning system for major operational support issues in peace operations or other Secretariat entities

Result 2: robust value-for-money and resource stewardship agenda to inform operational support functions across the Secretariat

Programme performance in 2022 and target for 2024

- 29B.91 The subprogramme's work contributed to 75 per cent of Secretariat entities receiving enhanced, consistent and improved administrative support services through formal service provision agreements that include standard cost recovery and improved client service from regional and global service providers, which met the planned target.
- 29B.92 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.21).

Table 29B.21
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	Secretariat entities receive some administrative support services in an ad hoc fashion from various global and regional service providers	75 per cent of Secretariat entities receiving enhanced, consistent and improved administrative support services through formal service provision agreements that include standard cost recovery and improved client service from regional and global service providers	90 per cent of Secretariat entities receive enhanced, consistent and improved administrative support services through formal service provision agreements that include standard cost recovery and improved client service from regional and global service providers	95 per cent of Secretariat entities receive enhanced, consistent and improved administrative support services through formal service provision agreements that include standard cost recovery and improved client service from regional and global service providers

Result 3: mutually beneficial collaboration in support operations through a support partnerships framework**Proposed programme plan for 2024**

- 29B.93 The subprogramme fosters mutually beneficial collaboration in support operations, recognizing that collaboration in support requirements with regional organizations and other actors can provide a source of specialized or ready-made capabilities that are not more freely available to the Secretariat, facilitate needed interoperability in multi-party operations and deliver savings and a reduced footprint in facilitating economies of scale.

Lessons learned and planned change

- 29B.94 The lesson for the subprogramme was that partnerships in support capabilities are often pursued on an ad hoc basis, which can lead to a lack of awareness regarding the opportunities available across Secretariat entities. In applying the lesson, the subprogramme will facilitate an inclusive, consistent and active approach to establishing and drawing on partnership arrangements within the Department and across the Secretariat by promulgating a new support partnerships framework. This framework would generate significant opportunities for the Department to mobilize a more diverse network of partners, catalyse innovation and support its clients in delivering on its mandates with greater flexibility, scale and impact.
- 29B.95 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.22).

Table 29B.22
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	—	Active engagement of the African Union in the development of a joint United Nations-African Union road map to renew the knowledge and expertise exchange programme Support implications for the proposed reconfiguration of African Union operations in Somalia reviewed by the African Union, the United Nations and other key partners to inform the Security Council's consideration of a future direction	Secretariat entities have access to a central repository of information on operational support partnerships to address priority support requirements, including specialized and unique needs	United Nations Support Office in Somalia enabled to provide operational support to non-United Nations security forces in Somalia, in compliance with international human rights and humanitarian laws, and in line with the human rights due diligence policy Strengthened engagement of the African Union, European Union and other regional organizations, enabling mutual understanding and interoperability on operational support matters

Deliverables

29B.96 Table 29B.23 lists all deliverables of the subprogramme.

Table 29B.23
Subprogramme 3: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: 52 regular situational response and awareness reports, standardized procedures for escalated situations, and an emerging situation data management platform; deployments of surge and specialized support capacities within 10 days; administration of residual entity liquidation issues; support partnerships, including arrangements that addresses client priority needs; facilitation and guidance for at least 2 new collaboration initiatives between the Secretariat and United Nations agencies, funds and programmes; and guidance on operational support resourcing priorities and standards across the Secretariat.

Subprogramme 4 Administration, New York

Objective

- 29B.97 The objective, to which this subprogramme contributes, is to ensure a safe and fit-for-purpose physical environment at Headquarters and responsive facilities, as well as administrative, logistical, information and other services in support of the efficient functioning of the Organization and a public informed of the work of the United Nations.

Strategy

- 29B.98 To contribute to the objective, the subprogramme will:
- (a) Proactively maintain and operate the Headquarters buildings to achieve efficiencies, promote a modern workplace and preserve the property value of the campus, with an emphasis on reviewing building components completed more than 10 years ago and supporting efforts to improve accessibility for persons with disabilities and environmental sustainability;
 - (b) Adjust the long-term planning of office accommodation on a regular basis to support the needs of entities in New York, centred on implementing the recommendations from the mandated assessment of the real estate portfolio (see General Assembly resolution [75/253 C](#));
 - (c) Provide efficient, timely and cost-effective services to clients in New York in the areas of building management, office space, asset and official gift management, inventory and warehouse management, travel and transportation, mail and pouch services, event management, postal administration, catering and other commercial operations, placing a strategic focus on high levels of client satisfaction, realigning capacities to manage the additional workload in the travel area resulting from new host country requirements and improving visa and travel document system applications;
 - (d) Provide effective archives and records management services to Secretariat entities globally, with an emphasis on completing the transition to third-party storage of United Nations paper archives to vacate the Falchi Building at the end of 2024 and strengthening the subprogramme's capacity to manage the accelerated shift from paper to digital archives;
 - (e) Provide specialized human resources support in the areas of onboarding, separations and the processing of complex entitlements (including education grants, dependency allowances and rental subsidies) for the staff of all Headquarters-based United Nations entities and relevant field locations;
 - (f) Coordinate and manage commercial insurance policies to mitigate and transfer risk pertaining to property, terrorism and liability programmes, as well as the malicious acts insurance policy, for the Organization, including offices away from Headquarters and peacekeeping and special political missions; adjudicate claims emanated from these insurance programmes and obtain settlements from the insurers; and provide insurance advice for vendor, memorandum of understanding and pro bono contracts and agreements;
 - (g) Ensure accurate and timely disbursement of salaries and related allowances for all staff based in United Nations Headquarters and international staff in field missions, and all field staff from various entities administered by the Headquarters;
 - (h) Process other disbursements in respect of the financial obligations of the Organization and process the tax reimbursement claims of United States taxpayers;
 - (i) Provide postal, gift, archival and information services to the public in New York and globally to raise awareness of the past and current work of the United Nations.

29B.99 The above-mentioned work is expected to result in:

- (a) A highly functional, more inclusive and sustainable campus that symbolizes the ideals of the United Nations;
- (b) High client satisfaction and cost-efficiency in the provision of services;
- (c) Increased public awareness of the past and current work of the Organization.

Programme performance in 2022

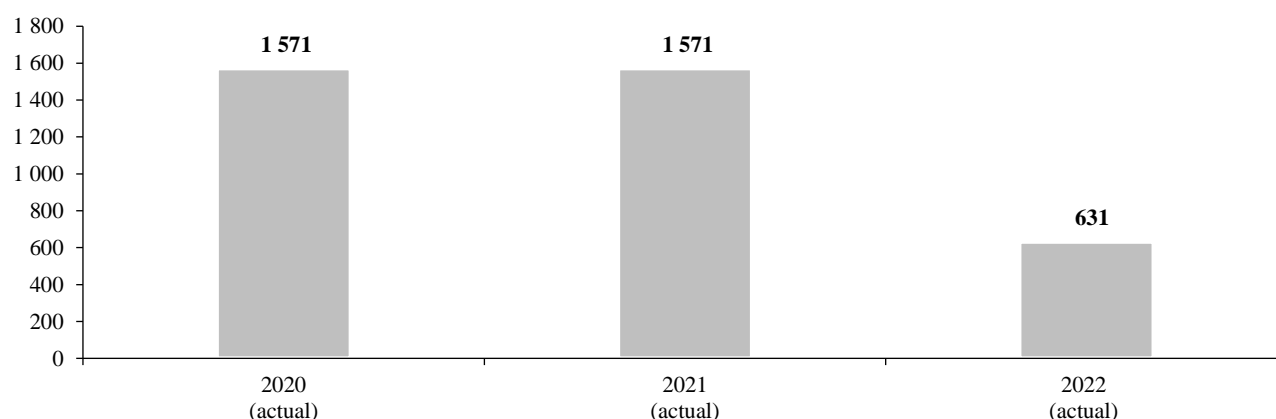
Improved environmental sustainability of United Nations Headquarters facilities

29B.100 Since the renovation of the United Nations Headquarters complex under the capital master plan, the subprogramme has continually pursued opportunities to integrate environmental sustainability into its operations. Among the initiatives undertaken in 2022 to reduce and better manage utility consumption, the subprogramme completed a retrofit of close to 14,000 lighting fixtures in the Secretariat Building to allow for the installation of light emitting diode bulbs, reducing the electricity consumption of these fixtures by 60 per cent. In addition, it completed in large part the design to replace the lighting in the General Assembly Hall with code-compliant energy efficient fixtures, as well as the upgrade of the building management system, which will improve the management of heating, ventilation and air conditioning systems. Furthermore, the subprogramme continued its efforts to improve waste management with a new contract aimed at increasing the collection of compostable waste and recycling of other waste streams.

29B.101 Progress towards the objective is presented in the performance measure below (see figure 29B.IX).

Figure 29B.IX

Performance measure: electricity consumption of the retrofitted lighting fixtures in the Secretariat Building
(Megawatts/hour)



Planned results for 2024

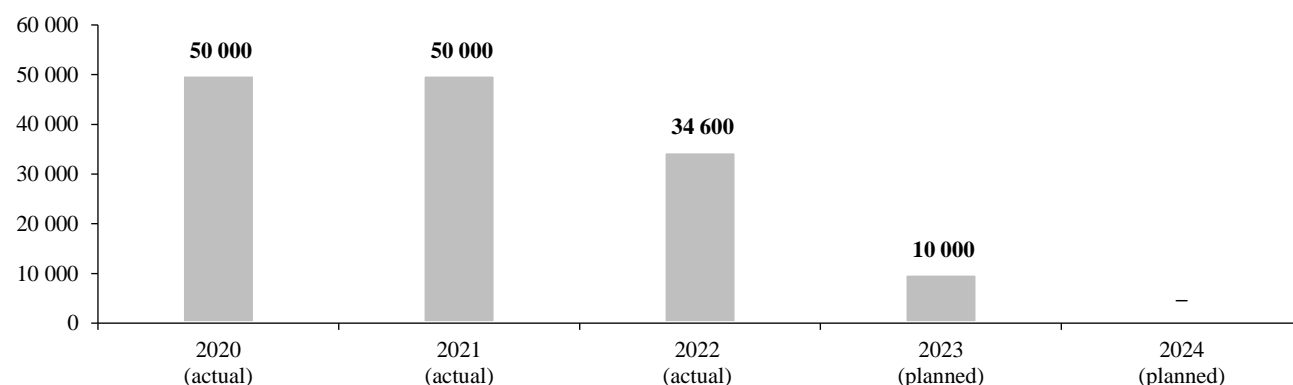
Result 1: streamlined United Nations Secretariat archives management

Programme performance in 2022 and target for 2024

29B.102 The subprogramme's work contributed to a reduction in the volume of physical records in the Falchi Building repository to 34,600 linear feet, which exceeded the planned target of 35,000 linear feet.

29B.103 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 29B.X).

Figure 29B.X
Performance measure: volume of records at the Falchi Building
 (Linear feet)



Result 2: office space aligned with the needs of the Organization

Programme performance in 2022 and target for 2024

- 29B.104 The subprogramme's work contributed to the alignment of United Nations Headquarters office space with the needs of the Organization by reassigning personnel from the DC1 Building into remaining buildings in preparation for vacating the lease in March 2023, which met the planned target.
- 29B.105 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 29B.24).

Table 29B.24
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Flexible workplace project: two floors converted in the Secretariat Building. One floor in FF Building vacated	The General Assembly approved the Secretary-General's recommendation to close out the flexible workplace project and re-evaluate future needs	Office space aligned with the current needs of the Organization by reassigning personnel from the DC1 Building into remaining buildings, mainly into flexible workplace in the Secretariat Building, in preparation for vacating the lease in March 2023	The General Assembly considers a strategic assessment of the real estate portfolio that would ensure the optimal alignment of the office space with the Organization's evolving needs	Real estate portfolio further reduced and Falchi Building is vacated Plans to optimize the alignment of office space with evolving needs are finalized on the basis of the General Assembly's recommendations on the strategic assessment of the real estate portfolio

Result 3: shorter wait time, improved accuracy of estimates and other improvements enabled by simpler and harmonized payroll and accounts payable processes

Proposed programme plan for 2024

- 29B.106 The subprogramme has been working to enhance service delivery in the administrative areas across the Secretariat, including by streamlining the process for the disbursements of all types of payments.

Lessons learned and planned change

- 29B.107 The lesson for the subprogramme, through its experience in collaborating across the Secretariat, was that there were variations in the end-to-end processes used by various service providers for payments, which could hinder workload-sharing across duty stations, create the potential for procedural mis-steps and lead to inaccuracies and/or delays in the disbursements of payments. In applying the lesson, the subprogramme will simplify and harmonize the processes for disbursements of payments for a consistent approach across all Secretariat entities. To do so, the subprogramme will automate processes related to payments to vendors and personnel. This will reduce not only the manual transactional work required of Secretariat service providers, allowing them to focus on more analytical work, but also the wait time for payments. The automation of processes, complemented by greater analysis by service providers, will increase the accuracy of client entities' calculations that rely on payroll data.
- 29B.108 Expected progress towards the objective is presented in the performance measure below (see table 29B.25).

Table 29B.25

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Average lead time of 7 working days for off-cycle payments to be processed for personnel at Headquarters	Average lead time of 7 working days for off-cycle payments to be processed for personnel at Headquarters	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and 3 other payroll offices	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and all payroll offices globally Improved accuracy of estimates of resource requirements by client entities based on full adherence to payroll processes. For example, the Office of Programme Planning, Finance and Budget more accurately estimates salary costs and the impact of vacancy rates

Deliverables

29B.109 Table 29B.26 lists all deliverables of the subprogramme.

Table 29B.26

Subprogramme 4: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory

D. Communication deliverables

External and media relations: information and reception services to visitors, delegates and the general public, including responses to approximately 30,000 enquiries on the current and past work of the United Nations.

Library services: archives, records and information management services to all entities at United Nations Headquarters and field missions; guidance on recordkeeping for Secretariat entities; security-screened, catalogued, stored and preserved paper and digital records; and digitized legacy paper archives.

E. Enabling deliverables

Logistics: 1,703,000 square feet of owned and leased premises, facilities and assets, including gifts, managed and maintained; office accommodations provided for some 8,000 personnel; completion of approximately 12,000 service requests for facilities and commercial services; conferences and special events logistics; warehousing and transportation services; approximately 30,000 travel requests and travel documents, lump-sum calculations and host country registrations processed; airline agreements; mail services; and processing of approximately 700,000 postal, courier and diplomatic pouch shipment and messenger services.

Administration: administrative support services, including specialized human resources support in the areas of onboarding and the processing of complex entitlements, dependency benefits and rental subsidies for approximately 8,250 staff of all Headquarters-based United Nations entities and relevant field locations; transactions and claims for 6,600 staff members in the area of tax reimbursement; management of 18 commercial insurance programmes covering \$2.68 billion in assets under the global property and terrorism insurance policies, 180,000 personnel under the malicious acts policy and 30,000 vehicles of diverse types under the worldwide auto policy, including the adjudication of related claims; insurance advice and review of certificates of insurance for 150 contracts and agreements; payroll for 26,000 staff and retirees, including assignment and separation payments; pension schedules for all entities at United Nations Headquarters and offices away from Headquarters; troop- and contingent-owned equipment reimbursements; payments to vendors, consultants and individual contractors; annual declaration exercise; annual rental subsidy monitoring exercise; and management of insurance policies.

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

Overview

29B.110 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 29B.27 to 29B.29.

Table 29B.27

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	40 218.8	40 375.9	116.9		(109.7)	7.2	–	40 383.1
Other staff costs	4 210.7	3 982.5	(4.2)		(68.0)	(72.2)	(1.8)	3 910.3
Hospitality	–	2.5	–	–	–	–	–	2.5
Consultants	1 208.8	380.7	–	–	16.9	16.9	4.4	397.6
Travel of staff	255.5	304.8	–	–	58.9	58.9	19.3	363.7
Contractual services	4 223.2	5 649.3	–	–	237.6	237.6	4.2	5 886.9
General operating expenses	38 837.0	44 344.2	–	866.2	(1 783.2)	(917.0)	(2.1)	43 427.2
Supplies and materials	375.7	585.2	–	–	(15.6)	(15.6)	(2.7)	569.6
Furniture and equipment	969.5	910.2	(29.5)	–	183.6	154.1	16.9	1 064.3
Improvement of premises	132.7	–	–	–	–	–	–	–
Grants and contributions	307.9	342.7	–	–	–	–	–	342.7
Total	90 739.8	96 878.0	83.2	866.2	(1 479.5)	(530.1)	(0.5)	96 347.9

Table 29B.28

Overall: proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	367	1 USG, 2 ASG, 5 D-2, 6 D-1, 11 P-5, 15 P-4, 15 P-3, 13 P-2, 16 GS (PL), 190 GS (OL), 93 TC
Redeployment	–	1 GS (OL) from subprogramme 4 to executive direction and management
Abolishment	(4)	4 GS (OL) under subprogramme 4
Establishment	2	1 P-3 under subprogramme 4 and 1 P-5 under programme support
Reassignment	–	1 GS (OL) under subprogramme 4
Proposed for 2024	365	1 USG, 2 ASG, 5 D-2, 6 D-1, 12 P-5, 15 P-4, 16 P-3, 13 P-2/1, 16 GS (PL), 186 GS (OL), 93 TC

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

Table 29B.29

Overall: 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
ASG	2	—	—	—	—	2
D-2	5	—	—	—	—	5
D-1	6	—	—	—	—	6
P-5	11	—	—	1	1	12
P-4	15	—	—	—	—	15
P-3	15	—	—	1	1	16
P-2/1	13	—	—	—	—	13
Subtotal	68	—	—	2	2	70
General Service and related						
GS (PL)	16	—	—	—	—	16
GS (OL)	190	—	—	(4)	(4)	186
TC	93	—	—	—	—	93
Subtotal	299	—	—	(4)	(4)	295
Total	367	—	—	(2)	(2)	365

29B.111 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 29B.30 to 29B.32 and figure 29B.XI.

29B.112 As reflected in tables 29B.30 (1) and 29B.31 (1), the overall resources proposed for 2024 amount to \$96,347,900 before recosting, reflecting a net decrease of \$530,100 (or 0.5 per cent) compared with the appropriation for 2023. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29B.30

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2022 expenditure	2023 appropriation	Technical adjustments	Changes			Total	Percentage	2024 estimate (before recosting)
				New/ expanded mandates	Other				
A. Executive direction and management	1 977.0	1 844.3	—	—	86.8		86.8	4.7	1 931.1
B. Programme of work									
1. Support operations									
Component 1: Human resources support	3 613.2	3 451.7	43.4	—	—		43.4	1.3	3 495.1
Component 2: Capacity development and operational training	5 862.7	6 325.5	—	—	—		—	—	6 325.5
Component 3: Health-care management and occupational safety and health	3 341.6	3 429.9	—	—	—		—	—	3 429.9
2. Supply chain management									
Component 1: Integrated supply chain management	4 189.4	4 611.2	—	—	94.6		94.6	2.1	4 705.8
Component 2: Uniformed capabilities support	325.6	327.5	—	—	—		—	—	327.5
3. Special activities	1 338.6	1 161.1	—	—	51.8		51.8	4.5	1 212.9
4. Administration, New York	68 489.7	73 945.1	39.8	866.2	(1 848.0)		(942.0)	(1.3)	73 003.1
Subtotal, B	87 160.8	93 252.0	83.2	866.2	(1 701.6)		(752.2)	(0.8)	92 499.8
C. Programme support	1 602.0	1 781.7	—	—	135.3		135.3	7.6	1 917.0
Subtotal, 1	90 739.8	96 878.0	83.2	866.2	(1 479.5)		(530.1)	(0.5)	96 347.9

(2) *Other assessed*

Component/subprogramme	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
A. Executive direction and management	6 688.9	6 734.8	444.7	6.6	7 179.5
B. Programme of work					
1. Support operations					
Component 1: Human resources support	14 156.9	15 433.8	691.6	4.5	16 125.4
Component 2: Capacity development and operational training	5 109.8	5 289.0	501.1	9.5	5 790.1
Component 3: Health-care management and occupational safety and health	3 574.5	3 487.2	172.9	5.0	3 660.1

Section 29B Department of Operational Support

<i>Component/subprogramme</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2024 estimate</i>
2. Supply chain management					
Component 1: Integrated supply chain management	32 733.3	3 4418.9	3 491.6	10.1	37 910.5
Component 2: Uniformed capabilities support	13 542.1	1 2039.7	(851.7)	(7.1)	11 188.0
3. Special activities	8 277.1	8 881.5	241.5	2.7	9 123.0
4. Administration, New York	23 603.4	24 506.2	1 969.7	8.0	26 475.9
Subtotal, B	100 997.1	104 056.3	6 216.7	6.0	110 273.0
C. Programme support	2 602.2	2 193.4	100.6	4.6	2 294.0
Subtotal, 2	110 288.2	112 984.5	6 762.0	6.0	119 746.5

(3) Extrabudgetary

<i>Component/subprogramme</i>	<i>2022 expenditure</i>	<i>2023 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2024 estimate</i>
A. Executive direction and management	8 863.8	1 071.1	(99.0)	(9.2)	972.1
B. Programme of work					
1. Support operations					
Component 1: Human resources support	1 664.4	1 740.1	(195.9)	(11.3)	1 544.2
Component 2: Capacity development and operational training	550.5	102.4	(107.2)	(9.7)	995.2
Component 3: Health-care management and occupational safety and health	5 185.1	5 337.2	(1 114.4)	(20.9)	4 222.8
2. Supply chain management					
Component 1: Integrated supply chain management	9 943.6	11 368.0	(8 540.5)	(75.1)	2 827.5
Component 2: Uniformed capabilities support	—	247.8	(247.8)	(100.0)	—
3. Special activities	6 804.0	5 687.5	2 866.6	50.4	8 554.1
4. Administration, New York	37 746.2	44 517.0	(844.9)	(1.9)	43 672.1
Subtotal, B	61 893.8	70 000.0	(8 184.1)	(11.7)	61 815.9
C. Programme support	423.1	572.2	—	—	572.2
Subtotal, 3	71 180.7	71 643.3	(8 283.1)	(11.6)	63 360.2
Total	272 208.7	281 505.8	(2 051.2)	(0.7)	279 454.6

Table 29B.31

Overall: proposed posts for 2024 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expand d mandates	Other	Total	
A. Executive direction and management	8	—	—	1	1	9
B. Programme of work						
1. Support operations						
Component 1: Human resources support	19	—	—	—	—	19
Component 2: Capacity development and operational training	5	—	—	—	—	5
Component 3: Health-care management and occupational safety and health	16	—	—	—	—	16
2. Supply chain management						
Component 1: Integrated supply chain management	36	—	—	—	—	36
Component 2: Uniformed capabilities support	3	—	—	—	—	3
3. Special activities	3	—	—	—	—	3
4. Administration, New York	264	—	—	(4)	(4)	260
Subtotal, B	346	—	—	(4)	(4)	342
C. Programme support	13	—	—	1	1	14
Subtotal, 1	367	—	—	(2)	(2)	365

(2) *Other assessed*

Component/subprogramme	2023 estimate	Change	2024 estimate
A. Executive direction and management	36	—	36
B. Programme of work			
1. Support operations			
Component 1: Human resources support	74	—	74
Component 2: Capacity development and operational training	30	—	30
Component 3: Health-care management and occupational safety and health	18	—	18
2. Supply chain management			
Component 1: Integrated supply chain management	169	5	174
Component 2: Uniformed capabilities support	37	—	37

Section 29B Department of Operational Support

<i>Component/subprogramme</i>	<i>2023 estimate</i>	<i>Change</i>	<i>2024 estimate</i>
3. Special activities	47		47
4. Administration, New York	8	11	19
Subtotal, B	383	16	399
C. Programme support	15	–	15
Subtotal, 2	434	16	450

(3) Extrabudgetary

<i>Component/subprogramme</i>	<i>2023 estimate</i>	<i>Change</i>	<i>2024 estimate</i>
A. Executive direction and management	–	–	–
B. Programme of work			
1. Support operations			
Component 1: Human resources support	–	–	–
Component 2: Capacity development and operational training	–	–	–
Component 3: Health-care management and occupational safety and health	13	–	13
2. Supply chain management			
Component 1: Integrated supply chain management	4	–	4
Component 2: Uniformed capabilities support	–	–	–
3. Special activities	11	–	11
4. Administration	46	–	46
Subtotal, B	74	–	74
C. Programme support	3	–	3
Subtotal, 3	77	–	77
Total	878	14	892

Table 29B.32

Overall: evolution of financial and post resources

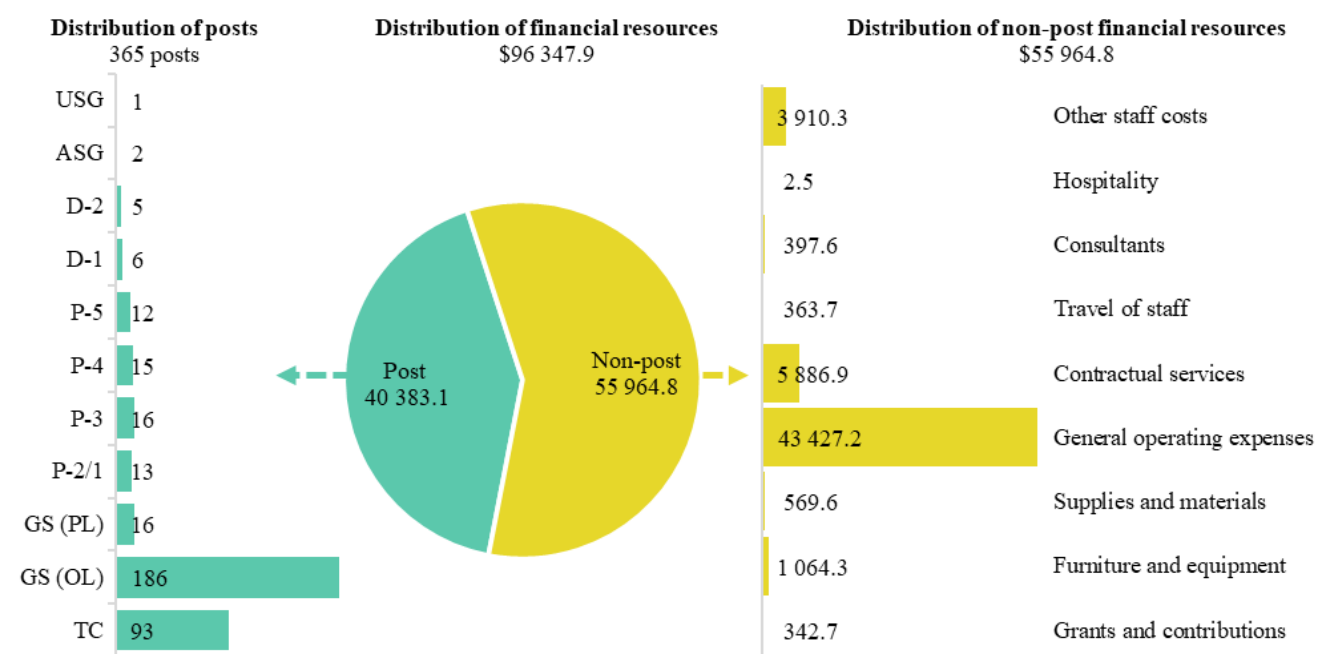
(Thousands of United States dollars/number of posts)

	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	40 218.8	40 375.9	116.9	–	(109.7)	7.2	0.0	40 383.1
Non-post	50 520.9	56 502.1	(33.7)	866.2	(1 369.8)	(537.3)	(1.0)	55 964.8
Total	90 739.8	96 878.0	83.2	866.2	(1 479.5)	(530.1)	(0.5)	96 347.9
Post resources by category								
Professional and higher		68	–	–	2	2	2.9	70
General Service and related		299	–	–	(4)	(4)	(1.3)	295
Total		367	–	–	(2)	(2)	(0.5)	365

Figure 29B.XI

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)


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

29B.113 As reflected in table 29B.30 (1), resource changes reflect a net increase of \$83,200 as follows:

- (a) **Subprogramme 1, component 1, Human resources support.** The increase of \$43,400 reflects the higher provision at continuing vacancy rates for one post of Data Engineering Assistant (General Service (Principal level)) reassigned in 2023 pursuant to General Assembly resolution [77/262](#), which was subject to a 50 per cent vacancy rate;
- (b) **Subprogramme 4, Administration.** The increase of \$39,800 reflects the net effect of:
 - (i) An increase of \$73,500 relating to the higher provision at continuing vacancy rates for one post of Property Management Officer (P-3) established in 2023 pursuant to General Assembly resolution [77/262](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice;
 - (ii) A decrease of \$33,700 under other staff costs (\$4,200) and furniture and equipment (\$29,500) relating to the removal of non-recurrent provisions in respect of new and expanded mandates approved for 2023 pursuant to General Assembly resolutions [76/306](#) and [77/248](#) in support of the establishment of the United Nations Youth Office and the resumed fifth session of the intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction, respectively.

New and expanded mandates

- 29B.114 As reflected in table 29B.30 (1), resource changes reflect an increase of \$866,200 under subprogramme 4, Administration. The increase of \$866,200 under general operating expenses reflects a non-recurrent provision for office space alterations for 61 posts proposed for establishment under section 9, Economic and social affairs (7 posts), and section 28, Global communications (54 posts) (see [A/78/6 \(Sect. 9\)](#) and [A/78/6 \(Sect. 28\)](#) for additional details).

Other changes

- 29B.115 As reflected in table 29B.30 (1), resource changes reflect a net reduction of \$1,479,500. The breakdown of changes is as follows:
- (a) **Executive direction and management.** The increase of \$86,800 under posts reflects the proposed cost-neutral redeployment and reassignment of one post of Mail Assistant (General Service (Other level)) from the Facilities and Commercial Activities Service under subprogramme 4 to the Office of the Under-Secretary General as a Programme Management Assistant, as explained in annex III;
 - (b) **Subprogramme 2, component 1, Integrated supply chain.** The increase of \$94,600 reflects:
 - (i) An increase of \$32,000 under consultants relating to additional non-recurrent requirements for consultancy services for the expansion of the contract performance rating tool and instant feedback system to all Secretariat entities, including offices away from Headquarters and the regional commissions;
 - (ii) An increase of \$62,600 under contractual services related to additional requirements for SAP business technology platform subscription fees and support to allow vendors from more countries to respond to solicitations;
 - (c) **Subprogramme 3, Special activities.** The net increase of \$51,800 under non-posts includes the following:

An increase of \$58,900 under travel of staff for trips related to oversight of the Secretariat's participation in the United Nations Sustainable Development Group common back-office project, and for the follow-up and after-action reviews related to special political missions and engagement with resident coordinator offices, offset in part by a decrease of \$7,100 under consultants due to a reduced number of consultants needed

for the development of the online self-paced advanced personal preparedness and financial readiness training;

(d) **Subprogramme 4, Administration, New York.** The net decrease of \$1,848,000 includes:

- (i) A decrease of \$331,800 under posts due to the following:
 - a. The proposed abolition of four posts of Mail Assistant (General Service (Other level)) in the Division of Administration (\$347,200) and the outward redeployment of one post of Mail Assistant (General Service (Other level)) to the Office of the Under-Secretary-General under executive direction and management (\$86,800), offset in part by the proposed establishment of one post of Information Management Officer/Digital Archivist (P-3) (\$102,200), as explained in annex III;
 - b. A cost-neutral reassignment of one post of Mail Assistant (General Service (Other level)) as Information Management Assistant within the subprogramme to support the digital transformation of the United Nations, as explained in annex III;
- (ii) A decrease of \$68,000 under other staff costs relating to the continuation of one general temporary assistance position of Project Manager (P-3) for 8 months instead of 12 months to complete the project to vacate the archive repository in the Falchi Building;
- (iii) An increase of \$185,000 under contractual services reflecting additional requirements in support of the processing and archiving of physical records from the Special Tribunal for Lebanon following its closure (\$45,000), and the upgrading of the electronic United Nations laissez-passer programme in line with evolving ePassport cryptographic and information security standards (\$140,000);
- (iv) A decrease of \$1,783,200 under general operating expenses reflecting:
 - a. A decrease of \$1,868,400 resulting from a reduction in rental obligations through a realignment of the Headquarters real-estate portfolio; reduced electricity consumption from energy efficiency initiatives, including the light emitting diode (LED) retrofit of the Secretariat building at United Nations Headquarters; lower usage of cleaning and sanitary supplies complex-wide; decreased postage and pouch-related costs due to a gradual decline in volumes; and reduced requirements for complex-wide maintenance services based on current contract terms;
 - b. An increase of \$85,200 relating to a non-recurrent provision for office space alterations for six posts proposed for establishment under section 10, Least developed countries, landlocked developing countries and small island developing States (see [A/78/6 \(Sect. 10\)](#) for additional details);
- (v) An increase of \$150,000 under furniture and equipment reflecting additional requirements for: (a) parts and equipment for building maintenance due to the aging of the infrastructure on the Secretariat campus (\$90,000); and (b) the replacement of vehicles that have reached the end of their useful life and are no longer serviceable (\$60,000);
- (e) **Programme support.** The increase of \$135,300 relates to the proposed establishment of one post of Senior Finance and Budget Officer (P-5) in the Headquarters Client Support Service, as explained in annex III.

Other assessed

29B.116 As reflected in tables 29B.30 (2) and 29B.31 (2), other assessed resources under the support account for peacekeeping operations are estimated at \$119,746,500. The resources would be used mainly to support the delivery of reliable, consistent and sustainable field support results globally. The expected increase of \$6,762,000 is attributable mainly to the net increase of 16 posts, including posts transferred from the Department of Management Strategy, Policy and Compliance and the

peacekeeping cost-recovery fund, updated salary costs and reduced vacancy rates applied in 2024 for both Professional and General Service categories of staff, and increased facility and information and communications technology standard costs related to staffing changes, offset in part by a reduction in resources due to the exclusion of resources for the triennial Working Group on Contingent-Owned Equipment in 2023, 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](#)).

Extrabudgetary resources

- 29B.117 As reflected in tables 29B.30 (3) and 29B.31 (3), extrabudgetary resources amount to \$63,360,200. The resources would complement regular budget resources and would be used mainly to:
- (a) Strengthen capacities for renewable energy in peacekeeping operations;
 - (b) Provide support and services to agencies, funds and programmes in human resources, capacity development and health-care management in the following areas: language proficiency exams, language and communications programmes and the administration of special exams; and the facilitation of rostering and medical consultations, travel health advisories, immunizations and other medical administrative matters, such as medical clearances, sick leave certification and recommendations for medical evacuations/repatriations. Extrabudgetary resources support the client offices funded from extrabudgetary sources in the areas of facilities management and office space, travel and transportation and pouch and mail services, human resources services for processing separations, onboarding and complex entitlements, operational and transactional functions consisting of payroll, accounts payable and commercial insurance, and the processing of tax advances and settlements of federal and state taxes for United States citizens and residents employed by the United Nations and its agencies, funds and programmes;
 - (c) Support procurement actions in the areas of corporate support services for field and Headquarters operations and continuation of the project to implement gender-sensitive designs for infrastructure;
 - (d) Support the triangular partnership programme, a capacity-building model aimed at training uniformed personnel in the peacekeeping-enabling capacity through collaboration among Member States with expertise and resources, troop-contributing countries and the Secretariat.
- 29B.118 The expected decrease of \$8,283,100 is attributable mainly to the transfer of resources funded by the peacekeeping cost-recovery mechanism to the support account; the completion of several health-care-related projects; the expiration of the United Nations Development Programme (UNDP) portion of the pass-through leases of rental premises and the revision of standard facility costs; and a reduction in resources to support the post-traumatic stress disorder framework, which is expected to be completed in 2023, offset in part by an increase due to a return to a full calendar year of training activities after a reassessment exercise in 2023.

Executive direction and management

- 29B.119 The executive direction and management component comprises the Offices of the Under-Secretary-General, the Assistant Secretary-General for Support Operations and the Assistant Secretary-General for Supply Chain Management.
- 29B.120 The overall responsibilities of the executive direction and management component include the following functions:
- (a) The overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work, including co-chairing of the Management Client Board by the Under-Secretary-General, jointly with the Under-Secretary-General for Management Strategy, Policy and Compliance;

- (b) Provision of leadership and direction to support clients across the Secretariat through guidance and advisory services in their exercise of authorities for the successful implementation of mandates relating to human resources, health-care management and occupational health and safety, as well as capacity development and operational training;
 - (c) Overall administration and management of all activities of the Office of Supply Chain Management and the provision of leadership and direction relating to the implementation and coordination of the organizational entities, which together form the Organization's integrated supply chain and uniformed capabilities support.
- 29B.121 In 2024, the activities and continuous efforts of the Department will be influenced by the mandates, feedback from clients and data. The Department will continually improve its effectiveness by using performance data analytics and strategic foresight to inform decision-making and reporting. It will embrace both innovative and proven technologies to provide services to staff and clients.
- 29B.122 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 Department is mainstreaming environmental management practices into its operations through a variety of Secretariat-wide and facility management projects. The Department's long-term approach includes providing technical guidance and advisory support to peacekeeping operations to facilitate and implement the environment strategy for peace operations (2017–2023), environmental management of the United Nations campus and facilities, and environmental initiatives in the area of supply chain management. As the current environment strategy ends in June 2023, the Department is working in consultation with Member States to develop a "way forward", in line with the request of the General Assembly, in its resolution [76/274](#), to ensure continuity with the work done in environmental management.
- 29B.123 Information on timely submission of documentation and advance booking for air travel is reflected in table 29B.33.
- 29B.124 The Department will continue to take measures to improve its compliance rate by encouraging early engagement with relevant stakeholders. The majority of non-compliant travel in 2022 stemmed from external travellers. The Department will schedule meetings and training sessions earlier and emphasize the travel policy requirement to relevant external participants, such as meeting participants, trainers and trainees, and set deadlines for external participants to ensure that necessary personnel data are provided in a timely manner. For Department staff-related travel, non-compliance was affected by lingering complexities owing to the COVID-19 pandemic, travel to attend urgent meetings, late changes due to the security situation, changing travel schedules and/or late nominations of external travellers.

Table 29B.33

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	44	57	46	100	100

- 29B.125 The proposed regular budget resources for 2024 amount to \$1,931,100 and reflect an increase of \$86,800 compared with the appropriation for 2023. The proposed increase is explained in paragraph 29B.114 (a). Additional details on the distribution of the proposed resources for 2024 are reflected in table 29B.34 and figure 29B.XII.

Table 29B.34

Executive direction and management: evolution of financial and post resources

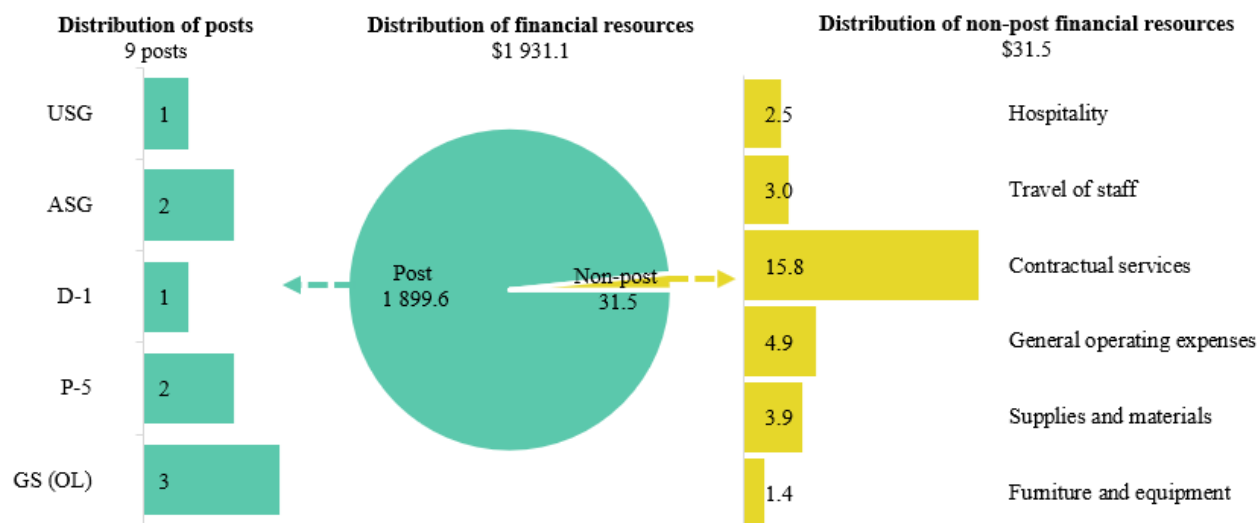
(Thousands of United States dollars/number of posts)

	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	1 915.0	1 812.8	—	—	86.8	86.8	4.8	1 899.6
Non-post	62.0	31.5	—	—	—	—	—	31.5
Total	1 977.0	1 844.3	—	—	86.8	86.8	4.7	1 931.1
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	1	1	50.0	3
Total		8	—	—	1	1	50.0	9

Figure 29B.XII

Executive direction and management: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed**

29B.126 Other assessed resources for this component amount to \$7,179,500 and would provide executive management support to the Under-Secretary-General, including with regard to strategic direction and through analytics and management governance, to help to drive continuous improvement of operational business processes within the Department and throughout the Secretariat; engage on audit response and boards of inquiry, performance and analytics, and environmental issues; and ensure that the Department is adequately configured to respond to operational support needs and priorities. The expected increase of \$444,700 is attributable mainly to updated staff costs.

Extrabudgetary resources

- 29B.127 Extrabudgetary resources for this component amount to \$972,100. The resources would complement regular budget resources and would be used mainly to strengthen operational resilience through renewable energy in United Nations peacekeeping missions and to build environmental technical capacity in peace operations. The expected decrease of \$99,000 is attributable mainly to activities and the funding mechanism of the United Nations System-Wide Task Force on Medical Evacuations in Response to COVID-19, which were planned through 31 March 2023, with no further activities planned beyond that date.

Programme of work**Subprogramme 1
Support operations****Component 1
Human resources support**

- 29B.128 The proposed regular budget resources for 2024 amount to \$3,495,100 and reflect an increase of \$43,400 compared with the appropriation for 2023. The proposed increase is explained in paragraph 29B.113 (a). Additional details on the distribution of the proposed resources for 2024 are reflected in table 29B.35 and figure 29B. XIII.

Table 29B.35

Subprogramme 1, component 1: evolution of financial and post resources

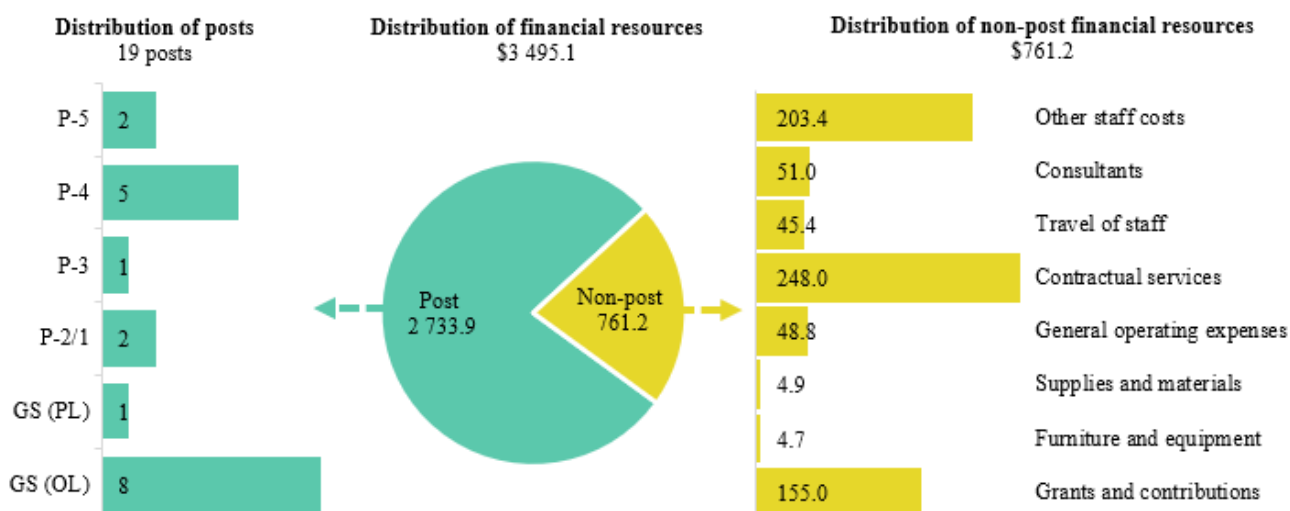
(Thousands of United States dollars/number of posts)

	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	3 116.6	2 690.5	43.4	—	—	43.4	1.6	2 733.9
Non-post	496.6	761.2	—	—	—	—	—	761.2
Total	3 613.2	3 451.7	43.4	—	—	43.4	1.3	3 495.1
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		9	—	—	—	—	—	9
Total		19	—	—	—	—	—	19

Figure 29B.XIII

Subprogramme 1, component 1: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed**

- 29B.129 Other assessed resources for this component amount to \$16,125,400. The resources would be used mainly to strengthen the human resources management capacity of all Secretariat entities and provide consistent high-quality and timely advice on the proper exercise of human resources delegated authority to business partners across the Secretariat in support of the entity's mandate through proactive client engagement and regular analysis of support requests received, with a view to communicating required policy changes to the Department of Management Strategy, Policy and Compliance based on client needs; to improve and facilitate efficiencies in various human resources processes through streamlining and simplification and the effective use of technology; to offer diverse and high-quality talent pools of candidates by managing rosters across all job families; and for Umoja business support resources. The expected increase of \$691,600 is attributable mainly to updated salary costs.

Extrabudgetary resources

- 29B.130 Extrabudgetary resources for this component amount to \$1,544,200. The resources would complement regular budget resources and would be used mainly to administer the language proficiency examination to staff members from the United Nations system, as well as support United Nations departments and entities in the development and delivery of the Global General Service Test, and support capacity development across the Secretariat by helping to maintain online assessment development training and associated resources for usage by hiring managers and recruiters; for Umoja business support resources; and to facilitate the rostering process to fill international vacancies through generic job openings as approved by the General Assembly. Resources are based on a proposed cost-sharing model between each peacekeeping mission and each special political mission that supports the expert panels, which are an integral part of the roster-based recruitment system. The expert panel assesses and recommends candidates who have applied against generic job openings for posts in field missions in order to reduce the administrative timeline on individual hiring managers and to enhance the quality and integrity of the recruitment process by centralizing the assessments. The expected reduction of \$195,900 is attributable mainly to the shift in donor priorities and the anticipated closure of projects.

Component 2

Capacity development and operational training

29B.131 The proposed regular budget resources for 2024 amount to \$6,325,500 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 29B.36 and figure XIV.

Table 29B.36

Subprogramme 1, component 2: evolution of financial and post resources

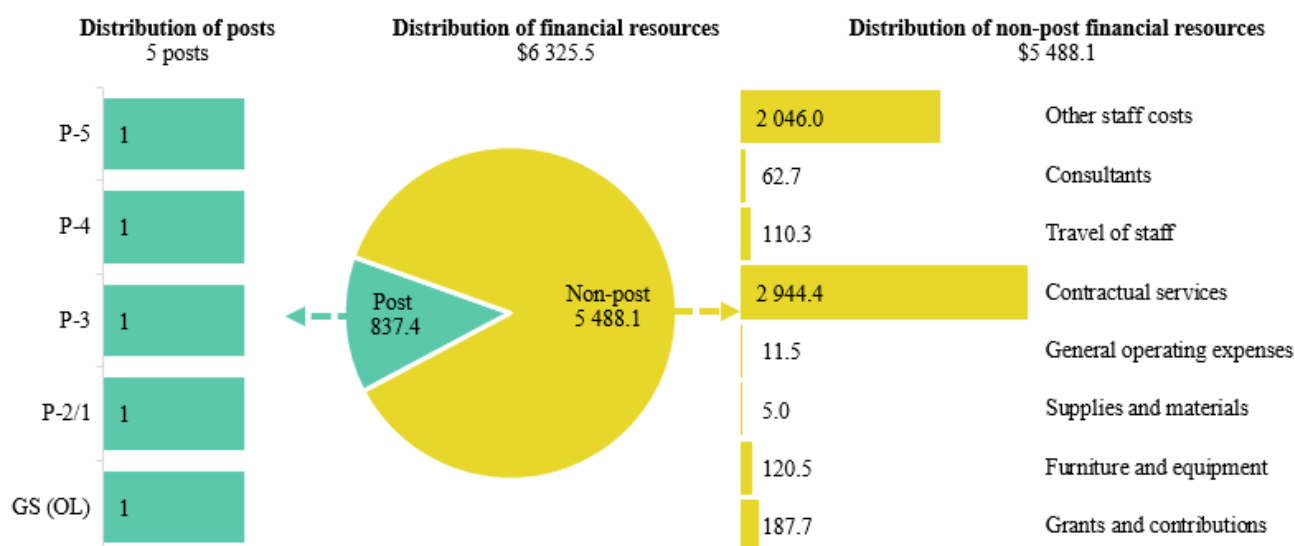
(Thousands of United States dollars/number of posts)

	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	814.5	837.4	—	—	—	—	—	837.4	
Non-post	5 048.2	5 488.1	—	—	—	—	—	5 488.1	
Total	5 862.7	6 325.5	—	—	—	—	—	6 325.5	
Post resources by category									
Professional and higher		4	—	—	—	—	—	4	
General Service and related		1	—	—	—	—	—	1	
Total		5	—	—	—	—	—	5	

Figure 29B.XIV

Subprogramme 1, component 2: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed

29B.132 Other assessed resources for this component amount to \$5,790,100. The resources would be used mainly for the expansion of cost-effective access to critical operational skills programmes; to support executive governance and the exercise of delegated authorities; to support the simplification of

operational processes through business process improvement training and through the process improvement advisory group, in coordination with process owners; and for Umoja business support resources. The component will continue to work in partnership with the Department of Peace Operations through posts embedded in the Policy, Evaluation and Training Division. The component will continue the implementation of the 2021–2025 Umoja learning strategy, in coordination with Umoja functional subgroups, to continuously strengthen administrative and support capacities in the Organization’s peacekeeping operations. In the area of knowledge management, the component will further enhance the Knowledge Gateway to support the development and dissemination of internal guidance related to administrative and operational support, in addition to capturing and sharing best operational support practices in multimedia formats. The component will also continue to broaden the linguistic diversity of United Nations personnel and commit to expanding the range and content of training programmes by leveraging existing in-house expertise. The expected increase of \$501,100 is attributable mainly to updated salary costs.

Extrabudgetary resources

- 29B.133 Extrabudgetary resources for this component amount to \$995,200. The resources would complement regular budget resources and would be used mainly for (a) the coordination and delivery of programmes aimed at the improvement of the organizational governance and stewardship of senior leaders charged with delegated authorities, further supported by a series of follow-up individualized advisory engagements to support the implementation of agreed action plans by the respective entity (delivery of the training programme is open to all Secretariat entities, whether at Headquarters locations, regional offices, peacekeeping missions or special political missions); (b) support for innovative projects related to promoting the usage of the United Nations Language Framework across the Secretariat through tools and practical applications; (c) support for language training needs in the six official languages of the United Nations, as well as communication training services for the Secretariat (the component plans to supplement the continuous development and facilitation of the types and scope of language courses in the six official languages); (d) enhancement of the exchange of information and best practices among field missions and between Headquarters and the field to maximize mutual learning and achieve operational excellence; (e) mentoring services in the context of the Human Resources Partner e-learning training; and (f) Umoja business support resources. The expected decrease of \$107,200 is attributable mainly to the discontinuation of one-time cost-recovery services and one-time investment in language programmes in 2023.

Component 3

Health-care management and occupational safety and health

- 29B.134 The proposed regular budget resources for 2024 amount to \$3,429,900 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 29B.37 and figure XV.

Table 29B.37

Subprogramme 1, component 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

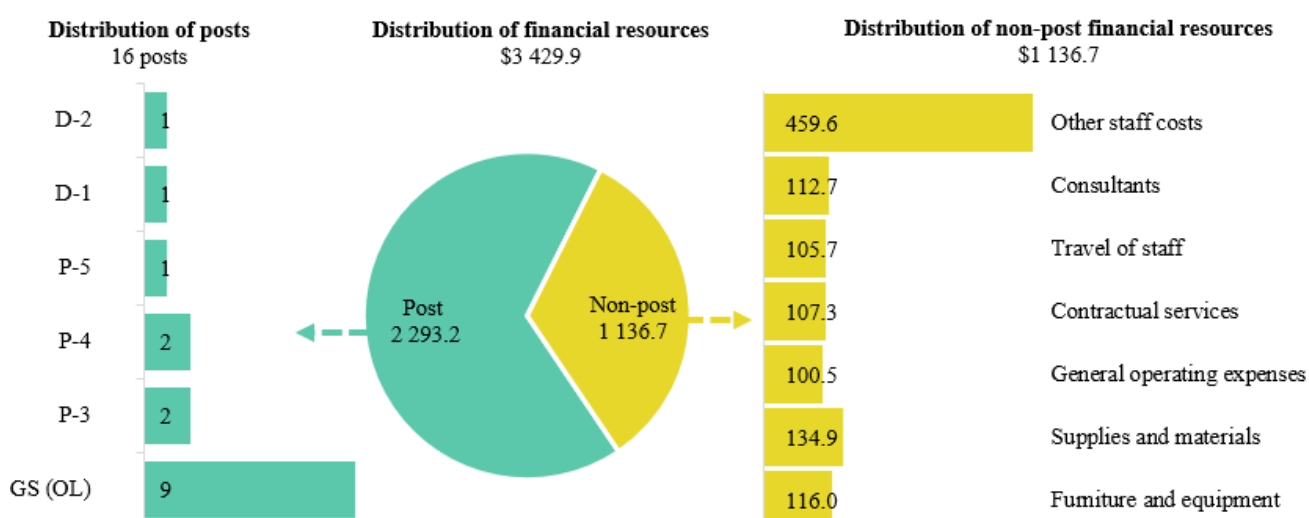
	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 202.8	2 293.2	—	—	—	—	—	2 293.2
Non-post	1 138.9	1 136.7	—	—	—	—	—	1 136.7
Total	3 341.6	3 429.9	—	—	—	—	—	3 429.9

	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		9	—	—	—	—	—	9
Total		16	—	—	—	—	—	16

Figure 29B.XV

Subprogramme 1, component 3: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)


Other assessed

29B.135 Other assessed resources for this component amount to \$3,660,100. The resources would be used mainly to continue to contribute to increased safety and health protection for United Nations personnel in peacekeeping operations. The component will continue to fully implement the medical performance framework, including through the implementation of standards for the quality of health care and for the qualifications for United Nations practitioners, as well as for hospital performance and medical evacuation capabilities. The component will start implementing the mental health support strategy for uniformed personnel and will continue to review compensation claims involving post-traumatic stress disorder coming from troop- and police-contributing countries. Using the incident reporting system developed by the component, missions have started collecting information for staff, and efforts are being undertaken to introduce a simplified trial version of the underlying health and safety records system in certain troop- and police-contributing countries for uniformed personnel. With the delegation of medical entitlement administration (e.g. sick leave and clearances), the component will also implement an auditing and review process to ensure high-quality implementation of those local services. The component will support medical workforce planning, including the development of specialized skills among medical personnel in peacekeeping operations, by offering online and hybrid courses in addition to in-person training. The expected increase of \$172,900 is attributable mainly to updated salary costs.

Extrabudgetary resources

- 29B.136 Extrabudgetary resources for this component amount to \$4,222,800. The resources would complement regular budget resources and would be used mainly (a) to provide support and services to agencies, funds and programmes in health-care management with regard to health advisories, immunizations and other medical administrative matters, such as medical clearances, sick leave certification and recommendations for medical evacuations and repatriations, as well as administration of long-term sick leave claims for the United Nations Joint Staff Pension Fund; (b) to provide support to users of the EarthMed electronic medical records system; (c) for administration of the United Nations Cares post-exposure prophylaxis kit programme; (d) to improve the safety and security of peacekeepers implementing various projects under the Action for Peacekeeping+ initiative, such as by improving medical services for uniformed personnel by evaluating the performance of peacekeeping hospitals in missions, training hospital commanders and health-care providers of troop- and police- contributing countries with regard to United Nations health-care quality and patient safety standards, and training civilian medical staff as United Nations assessors of such hospitals. The expected decrease of \$1,114,400 is due mainly to the completion of a number of projects under the Action for Peacekeeping+ initiative in 2023, including the implementation of health-care quality and patient safety standards for level 1+ hospitals, the development of an e-learning hemotherapy course and implementation of a public health surveillance system for four peacekeeping operations.

Subprogramme 2

Supply chain management

Component 1

Integrated supply chain management

- 29B.137 The proposed regular budget resources for 2024 amount to \$4,705,800 and reflect an increase of \$94,600 compared with the appropriation for 2023. The proposed increase is explained in paragraph 29B.115 (b). Additional details on the distribution of the proposed resources for 2024 are reflected in table 29B.38 and figure 29B.XVI.

Table 29B.38

Subprogramme 2, component 1: evolution of financial and post resources

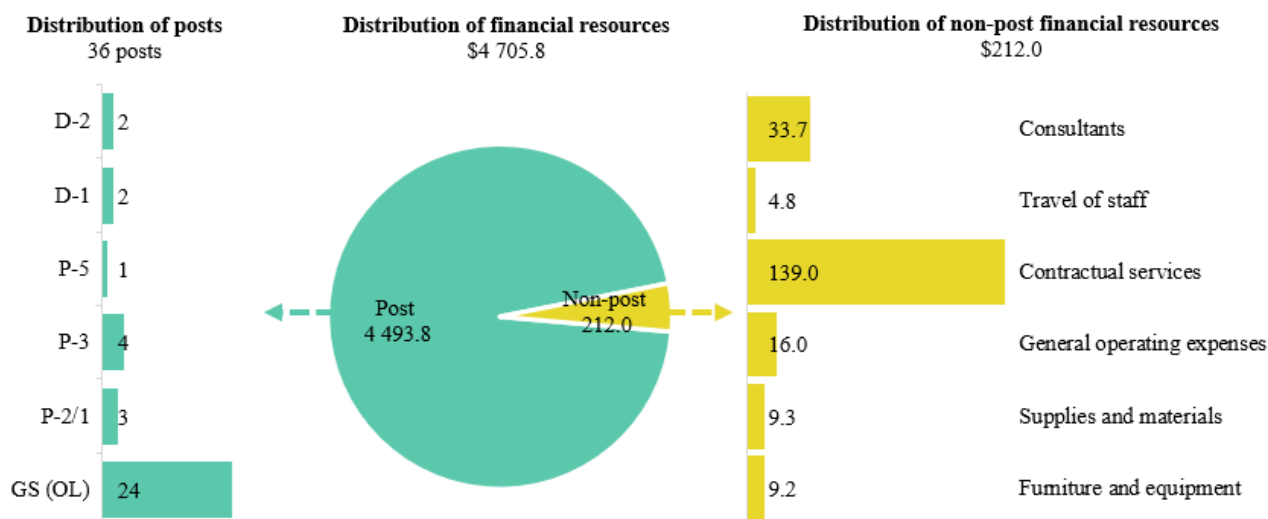
(Thousands of United States dollars/number of posts)

	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	3 922.3	4 493.8	—	—	—	—	—	4 493.8
Non-post	267.2	117.4	—	—	94.6	94.6	80.6	212.0
Total	4 189.4	4 611.2	—	—	94.6	94.6	2.1	4 705.8
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		24	—	—	—	—	—	24
Total		36	—	—	—	—	—	36

Figure 29B.XVI

Subprogramme 2, component 1: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed**

- 29B.138 Other assessed resources for this component amount to \$37,910,500. The resources would be used mainly to continue to provide agile, cost-effective, timely and accountable supply chain operational solutions and support to all Secretariat entities, including peacekeeping operations. The expected increase of \$3,491,600 is attributable mainly to the following: the transfer from the peacekeeping cost-recovery fund to the support account of four posts that will form a central enabling capacity to provide operational sustainment for the Umoja foundation modules; the establishment of one post in support of handling increased demands related to the United Nations environmental objectives and policies, as well as supporting missions with sourcing solutions needed to achieve their targets in relation to the objectives of the United Nations Secretariat Climate Action Plan 2020–2030; updated salary costs; and other position-related costs.

Extrabudgetary resources

- 29B.139 Extrabudgetary resources for this component amount to \$2,827,500. The resources would complement regular budget resources and would be used mainly to support procurement actions in the area of corporate support services for field and Headquarters operations. The resources would also be used for a new strategy for unmanned aircraft systems and airborne intelligence, surveillance and reconnaissance, as well as for the continuation of an accommodation improvement project. The expected decrease of \$8,540,500 is attributable mainly to the regularization and transfer of four posts and two general temporary assistance positions from the peacekeeping cost-recovery fund to the support account and the discontinuation of the remaining 16 posts and related activities.

Component 2

Uniformed capabilities support

- 29B.140 The proposed regular budget resources for 2024 amount to \$327,500 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 29B.39 and figure XVII.

Table 29B.39

Subprogramme 2, component 2: evolution of financial and post resources

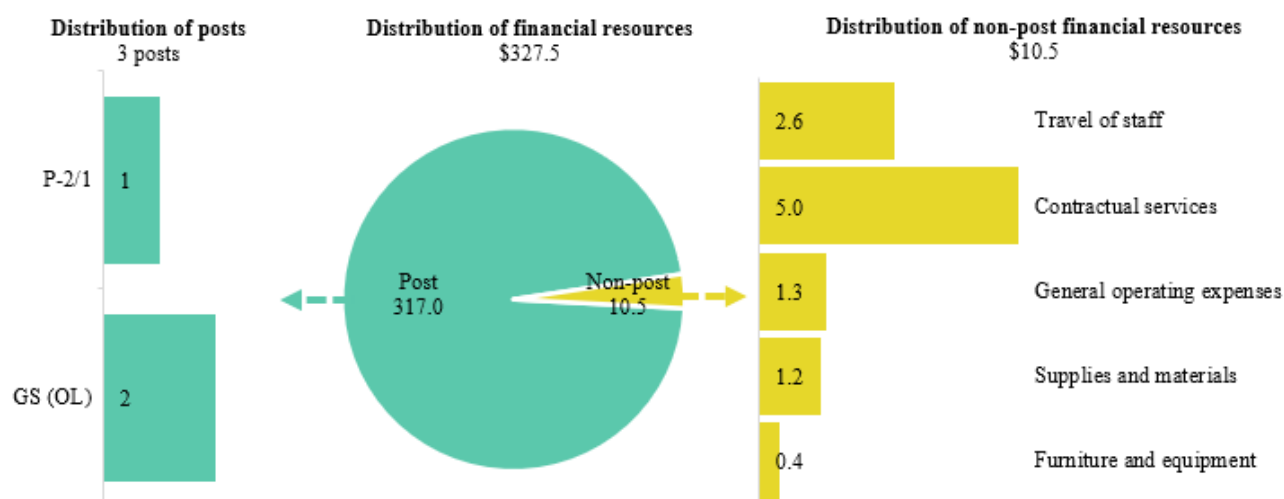
(Thousands of United States dollars/number of posts)

	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	316.5	317.0	—	—	—	—	—	317.0	
Non-post	9.0	10.5	—	—	—	—	—	10.5	
Total	325.6	327.5	—	—	—	—	—	327.5	
Post resources by category									
Professional and higher		1	—	—	—	—	—	1	
General Service and related		2	—	—	—	—	—	2	
Total		3	—	—	—	—	—	3	

Figure 29B.XVII

Subprogramme 2, component 2: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed**

- 29B.141 Other assessed resources for this component are estimated at \$11,188,000. The resources would be used to support the component in serving as a single point of contact for all administrative and logistical issues pertaining to the deployment of troops and related reimbursement to Member States. The expected decrease of \$851,700 is attributable mainly to the exclusion of resources required for the meeting of the triennial Working Group on Contingent-Owned Equipment in 2023.

Subprogramme 3 Special activities

29B.142 The proposed regular budget resources for 2024 amount to \$1,212,900 and reflect an increase of \$51,800 compared with the appropriation for 2023. The proposed increase is explained in paragraph 29B.115 (c). Additional details on the distribution of the proposed resources for 2024 are reflected in table 29B.40 and figure XVIII.

Table 29B.40

Subprogramme 3: evolution of financial and post resources

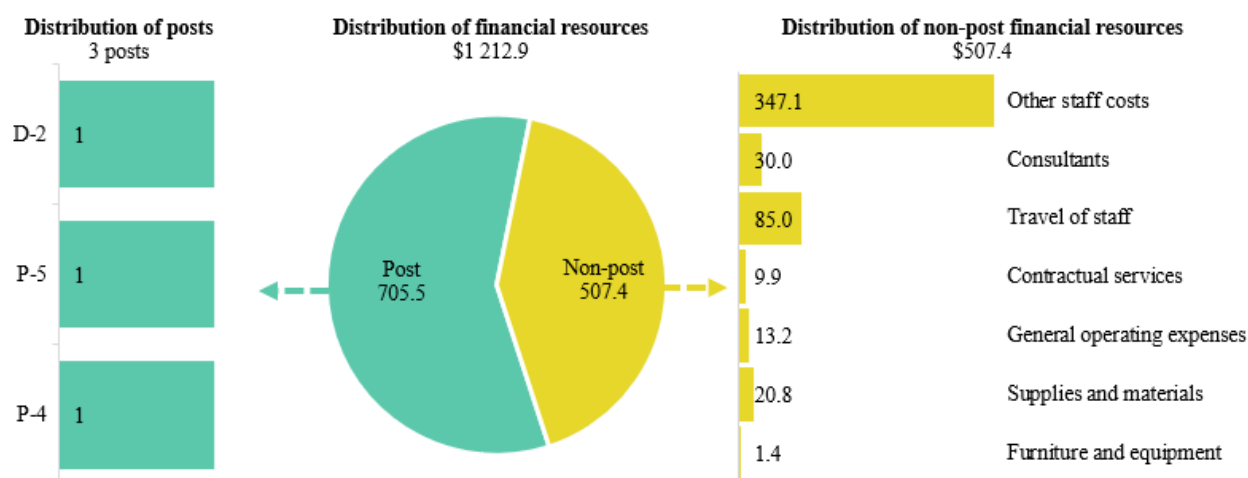
(Thousands of United States dollars/number of posts)

	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	719.1	705.5	—	—	—	—	—	705.5
Non-post	619.4	455.6	—	—	51.8	51.8	11.4	507.4
Total	1 338.6	1 161.1	—	—	51.8	51.8	4.5	1 212.9
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 29B.XVIII

Subprogramme 3: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed

29B.143 Other assessed resources for this subprogramme amount to \$9,123,000 and would be used to facilitate support by the Secretariat in the operational response to unique and surge-level requirements, to increase engagement in support partnerships and to focus on continuous enhancement in the efficiency and responsiveness of operational support across peacekeeping operations. Specific requirements would be met through the coordination of input and other efforts,

the provision of specialized advice and the development of service delivery relationships, or the formation of temporary teams, as required, or the deployment of surge-level or specialized capacities. The expected increase of \$241,500 is attributable mainly to the updated salary costs.

Extrabudgetary resources

- 29B.144 Extrabudgetary resources for this subprogramme amount to \$8,554,100. The resources would complement regular budget resources and would be used mainly for the triangular partnership programme, including the implementation of on-site, hybrid and remote engineering and medical courses; the establishment of systems and business processes to improve programme deliverables to better target the requirements of peacekeeping missions and measure the outcome and impact of training; coordination with Secretariat and other partners on the enhanced targeting and alignment of triangular partnership programme activities; the development of training materials in French to increase multilingual training options; outreach to Member States to increase the number of women trainees and women peacekeepers; and outreach to Member States to expand the base of countries as donors and hosts of training and for content development. The expected increase of \$2,866,600 for 2024 is due mainly to the return to a full-year training calendar, given that no in-person training sessions were conducted in the first half of 2023 due to a programme-level reassessment exercise.

Subprogramme 4 Administration, New York

- 29B.145 The proposed regular budget resources for 2024 amount to \$73,003,100 and reflect a net decrease of \$942,000 compared with the appropriation for 2023. The proposed decrease is explained in paragraphs 29B.113 (b), 29B.114 and 29B.115 (d). Additional details on the distribution of the proposed resources for 2024 are reflected in table 29B.41 and figure XIX.

Table 29B.41

Subprogramme 4: evolution of financial and post resources

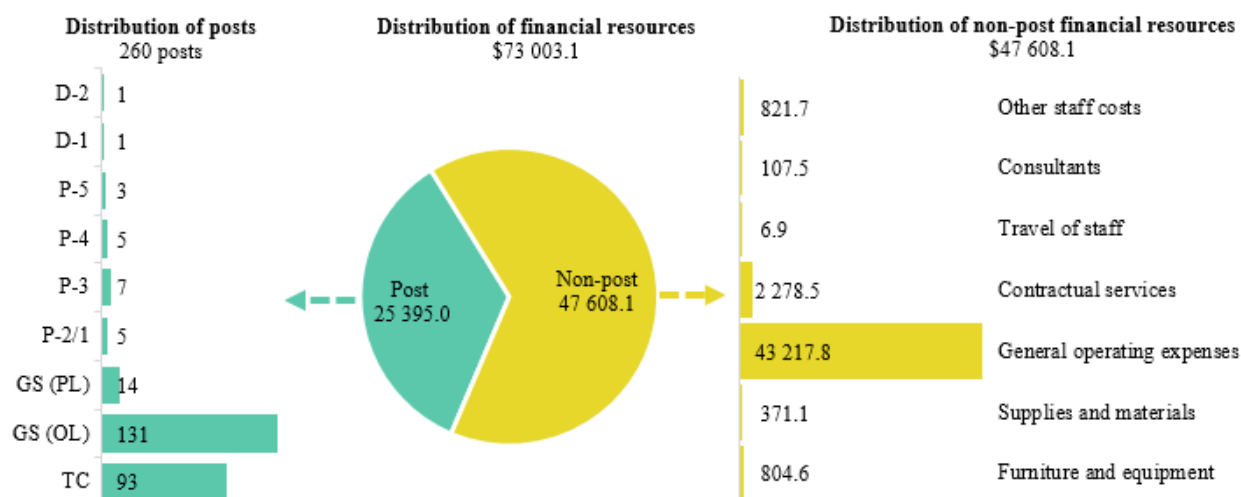
(Thousands of United States dollars/number of posts)

	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	25 726.5	25 653.3	73.5	–	(331.8)	(258.3)	(1.0)	25 395.0
Non-post	42 763.2	48 291.8	(33.7)	866.2	(1 516.2)	(683.7)	(1.4)	47 608.1
Total	68 489.7	73 945.1	39.8	866.2	(1 848.0)	(942.0)	(1.3)	73 003.1
Post resources by category								
Professional and higher		21	–	–	1	1	4.8	22
General Service and related		243	–	–	(5)	(5)	(2.1)	238
Total		264	–	–	(4)	(4)	(1.5)	260

Figure 29B.XIX

Subprogramme 4: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed**

- 29B.146 Other assessed resources for this subprogramme amount to \$26,475,900. The resources would be used mainly to provide office accommodations and other common services for support account-funded posts at Headquarters. Other assessed resources would also be used for travel, mail and pouch services and archiving and records management services for peacekeeping missions. The expected increase of \$1,969,700 is attributable mainly to the transfer of 11 posts from the Department of Management Strategy, Policy and Compliance (payroll, commercial insurance and accounts payable) to the Department of Operational Support, updated salary costs and updated standard facility costs for the overall support account.

Extrabudgetary resources

- 29B.147 Extrabudgetary resources for this subprogramme amount to \$43,672,100. The resources would complement regular budget resources and would be used mainly to support client offices funded from extrabudgetary sources, primarily in the areas of human resources management; operational and transactional support functions relating to payroll, accounts payable and commercial insurance; the processing of federal and state income taxes for all staff who are United States taxpayers; facilities management and office accommodations; and funds and programmes in the areas of travel, transportation and mail and pouch services, which are provided on a cost-recovery basis. Extrabudgetary resources are also received for the provision of special events and the coordination of cost-recovery activities for all non-calendar events at Headquarters, as well as for the installation and maintenance of gifts to the Organization. The expected decrease of \$844,900 reflects the net effect of (a) decreased requirements for the UNDP portion of pass-through lease costs and downward revision of the standard cost for office accommodations (with the expiration in March 2023 of United Nations Development Corporation leases, which are negotiated separately by UNDP and the Secretariat, the Organization will no longer receive income or pay for the UNDP portion of the lease in 2024); and (b) increased requirements for travel services post-pandemic.

Programme support

29B.148 The proposed regular budget resources for 2024 amount to \$1,917,000 and reflect an increase of \$135,300 compared with the appropriation for 2023. The proposed increase is explained in paragraph 29B.115 (e). Additional details on the distribution of the proposed resources for 2024 are reflected in table 29B.42 and figure XX.

Table 29B.42

Programme support: evolution of financial and post resources

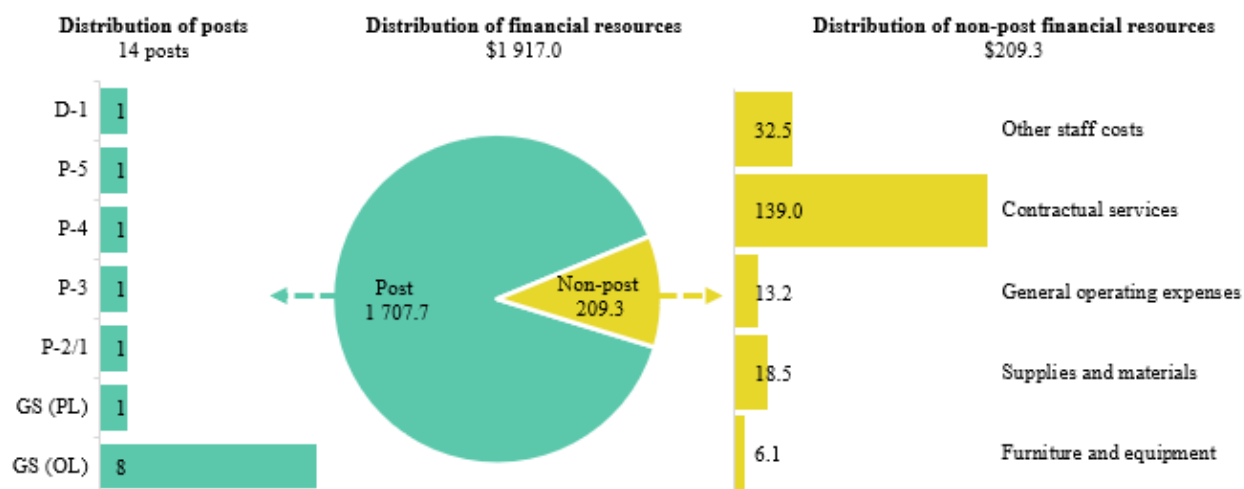
(Thousands of United States dollars/number of posts)

	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	1 485.6	1 572.4	—	—	135.3	135.3	8.6	1 707.7
Non-post	116.5	209.3	—	—	—	—	—	209.3
Total	1 602.0	1 781.7	—	—	135.3	135.3	7.6	1 917.0
Post resources by category								
Professional and higher		4	—	—	1	1	25.0	5
General Service and related		9	—	—	—	—	—	9
Total		13	—	—	1	1	7.7	14

Figure 29B.XX

Programme support: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed

29B.149 Other assessed resources for this component amount to \$2,294,000. The resources would be used mainly to provide administrative support services in the areas of human resources, budget and finance, and general administration to the Department of Operational Support, the Office of

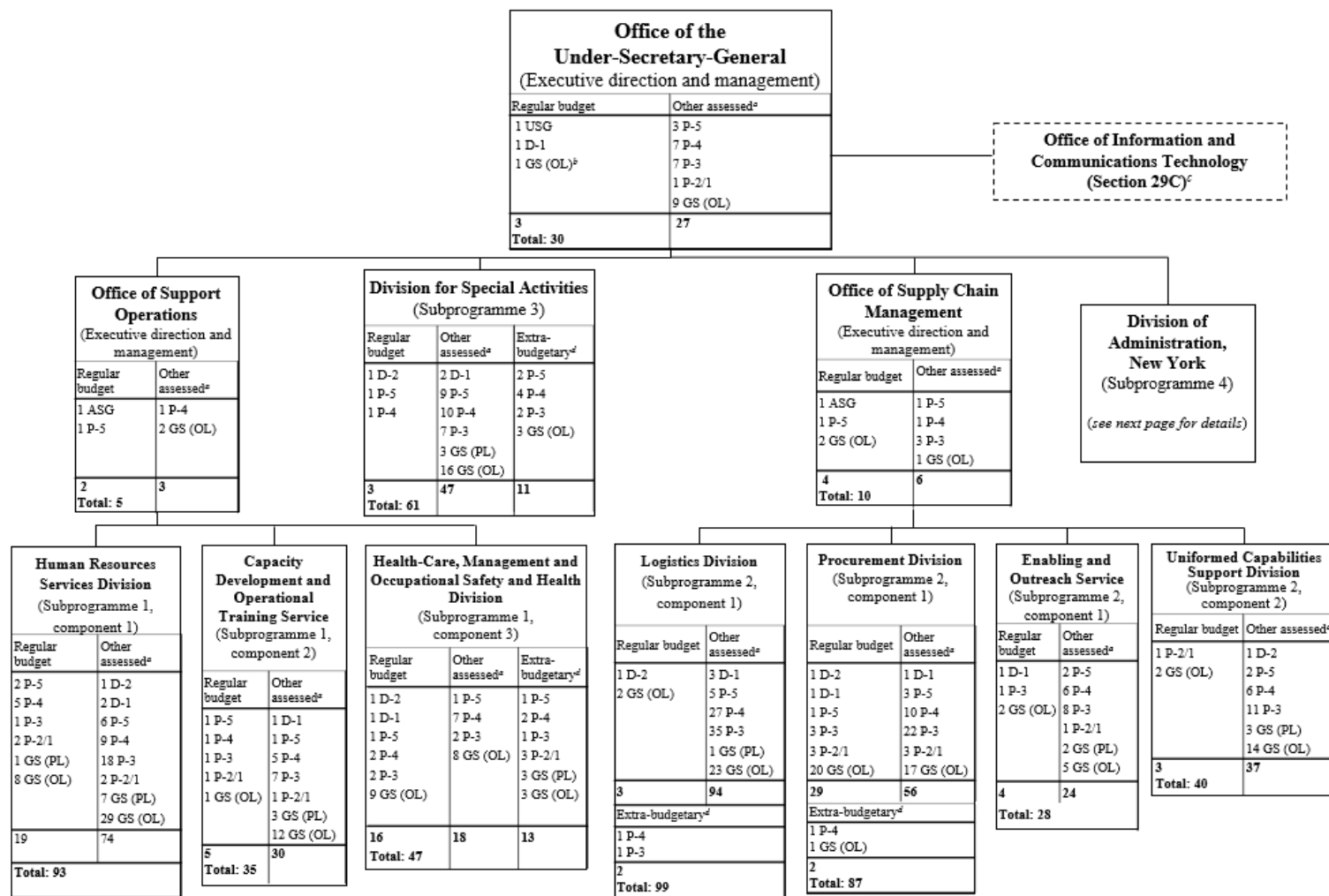
Information and Communications Technology and other entities in New York that do not have a dedicated executive office. The expected increase of \$100,600 from 2023 is attributable mainly to updated staff costs.

Extrabudgetary resources

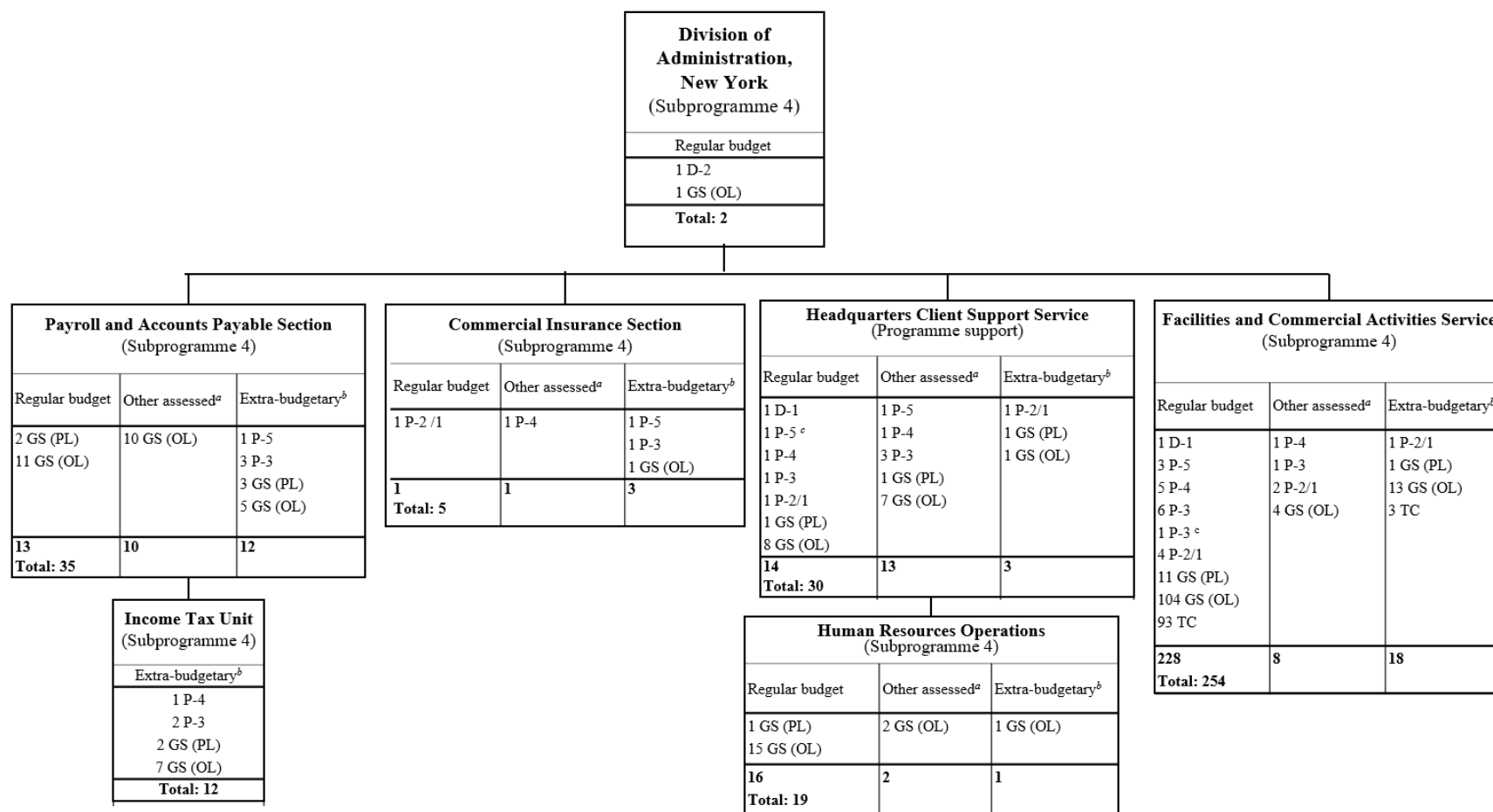
- 29B.150 Extrabudgetary resources for this component amount to \$572,200. The resources would complement regular budget resources and would be used mainly to support client offices funded from extrabudgetary sources, primarily in the review and approval of memorandums of agreement, overall management of the contributions to ensure available funding for projects, and assistance in financial reporting to donors.

Annex I

Organizational structure and post distribution for 2024

^a Other assessed resources are based on those proposed for the period 2023/24 (see [A/77/771](#)).^b Redeployment of 1 GS (OL) from subprogramme 4 to executive direction and management.^c Dual reporting to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support.^d Extrabudgetary resources are based on the estimate for 2024.

Organizational structure and post distribution for 2024 (cont'd)



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); TC, Trades and Crafts; USG, Under-Secretary-General.

^a Other assessed resources are based on those proposed for the period 2023/24 (see [A/77/771](#)).

^b Extrabudgetary resources are based on the estimate for 2024.

^c New posts proposed for 2024: 1 P-3 under subprogramme 4, and 1 P-5 under Programme Support.

Annex II

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

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 updated information on the implications of the discontinuation of the DC-1 building lease, including on lease terms and any efficiency gains, will be provided at the time of its consideration of the present report and in the context of the next budget submission (para. VIII.46).

The Committee also looks forward to the review of the standard costing for office supplies and trusts that information thereon will be provided in the context of the next budget submission (para. VIII.47).

The vacating of the DC-1 building by Secretariat staff was completed on time, by 31 March 2023 at the expiration of the lease.

A new lease for the DC-2 building is still under final negotiation and the United Nations Development Corporation has agreed to extend the existing lease under the current terms until the new lease is in place.

Anticipated efficiencies in rental costs have been reflected in the 2024 proposed programme budget, where it has been noted that lease-related expenditure is funded from the regular budget, the support account for peacekeeping operations and extrabudgetary funds.

The forward-looking assessment of the workplace at Headquarters is being undertaken and the report of the Secretary-General will be presented to the General Assembly at the main part of its seventy-eighth session.

In consultation with the Office of Programme Planning, Finance and Budget, the Department conducted a review of the standard costing for office supplies within United Nations Headquarters in New York.

The Department of Operational Support has an office supply contract (the global contract) with a vendor, from which office supplies are procured by the Department and by departments and offices themselves directly, using the same contract. Supplies procured directly by departments and offices are financed through resources in their individual budgets. Those entities can also purchase office supplies outside the global contract, but these cannot be tracked. Thus, for purposes of the review, the Department considered only regular office supplies that had been purchased through the global contract that it managed for the 2018–2022 period and for all funds (regular budget, support account and extrabudgetary).

The analysis showed that, on average, expenditure on office supplies through the global contract decreased by approximately 37 per cent. This trend can be

<p>The Advisory Committee recommends that the General Assembly request the Secretary-General to present a proposal on the planned improved service delivery concept for the consideration and approval of the Assembly in the context of the next budget submission (para. VIII.49).</p>	<p>attributed to the impact of flexible workplace, along with enterprise applications and the general digital transformation of the United Nations, as printing was centralized and filing space reduced. It is still unclear, however, whether the recent expenditure level fully reflects post-pandemic trends, as 2022 continued to be affected by COVID-19-related restrictions.</p> <p>The standard rate for office supplies used in the context of the proposed budget for 2023 was \$300 per staff member, and was applied to newly established posts. In conducting the above review, a comparison was made with the standard rate of \$200 per staff member for office supplies applied in the context of the proposed budget for the support account for peacekeeping operations for 2023/24. Based on that comparison, and given the limited data available, it was proposed to align the standard office supplies rate for the regular budget with that of the support account, which resulted in a reduction from a standard rate of \$300 per new staff member to \$200, reflecting a decrease of 33.3 per cent.</p> <p>A separate report on the planned improved service delivery concept will be presented to the General Assembly at the main part of its seventy-eighth session.</p>
<p>The Advisory Committee is of the view that the information regarding extrabudgetary resources lacks sufficient detail and recommends that the General Assembly request the Secretary-General to systematically include in future budget proposals a more detailed breakdown of extrabudgetary resources and clear data on voluntary contributions, programme support costs, cost recovery, cost-sharing, central peacekeeping and other funds, specifying the services provided to different entities along with the respective amounts (para. VIII.52).</p>	<p>Information on extrabudgetary resources, including cost recovery, will be provided in the context of the financial performance report on the programme budget for 2022.</p>
<p>The Advisory Committee notes that the Secretary-General did not comply with the request of the General Assembly to identify suitable parking for bicycles within the Headquarters premises and that no tangible progress has been made in addressing this longstanding issue (para. VIII.58).</p>	<p>The implementation of the recommendation requires extensive consultation and agreement with the Department of Safety and Security to take into consideration security concerns, as the security screening infrastructure installed for access control purposes during the capital master plan cannot be applied to bicycles.</p> <p>The Facilities and Commercial Activities Service is working with the Department of Safety and Security and the architectural firm on an option for creating additional bicycle parking. The additional bicycle parking would be at the First Avenue external grass</p>

Brief description of the recommendation

Action taken to implement the recommendation

crescent area adjacent to the flagpoles, between the 43rd Street vehicle entrance and the 45th Street delegates entrance. The proposed location has been determined with the Department as an area that poses a minimal security threat and that can be monitored without compromising security requirements. The additional bicycle parking would have capacity for approximately 190 bicycles, would be equipped with charging stations and would be in addition to the capacity of approximately 130 bicycles in the existing bicycle park at the north end of the Headquarters compound. Conceptual renderings of the new bicycle parking have been completed and preliminary assessment of required alterations to security systems and infrastructure and estimations of project costs is in process. A proposal for this additional bicycle parking would be included in section 33, Construction, alteration, improvement and major maintenance. Electrical outlets have been installed at the 48th Street bicycle park to accommodate a limited number of e-bikes and or e-scooters, and are already in use. Furthermore, to address the request of the General Assembly, the Department of Safety and Security has also determined, in consultation with the Department of Operational Support, that a small amount of capacity for bicycle parking can be provided adjacent to the entrance to the General Assembly Building as a limited provision for delegations entering at the 43rd Street access point to Headquarters.

Annex III

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	GS (OL)	Redeployment of 1 Mail Assistant as Programme Management Assistant	With the digital transformation undergone by the Organization, the volume of mail is expected to continue to decline in the coming years, thus allowing for the redeployment and reassignment of the post from the Mail Operations Unit in the Facilities and Commercial Activities Service of the Division of Administration to the Office of the Under Secretary-General. The Programme Management Assistant would be responsible for providing secretariat services to meetings of the Department of Operational Support executive pillar heads and the senior leadership team, for which there are presently no resources available.
Subprogramme 4, Administration, New York	(1)	GS (OL)	Redeployment of 1 Mail Assistant as Programme Management Assistant	
Subprogramme 4, Administration, New York	1	P-3	Establishment of 1 Information Management Officer/Digital Archivist	The digital transformation undergone by the Organization, which was intensified by remote working arrangements in response to the global COVID-19 pandemic, has drastically shifted the generation of United Nations records from paper to digital documents. This evolution has resulted in significant changes in the scope of work, complexity and workload volume for the record and archive management function. Approximately 85 per cent of all inactive records received by the subprogramme for archiving are now digital, which will only continue to increase. At the same time, the subprogramme still has to store, process, preserve and make accessible the paper archives it has received since the inception of the United Nations. To effectively support the United Nations digital transformation in the area of archive management and to safeguard the historical records of the Organization, the function will need to transition fully to digital processes over the next few years. In view of the large volume of digital records in custody and continuously being received, the most pressing requirement is to establish dedicated and specialized expertise in digital archive management, which is currently lacking.
Subprogramme 4 Administration, New York	1	GS (OL)	Reassignment of 1 Mail Assistant post as Information Management Assistant	The Information Management Officer/Digital Archivist would develop and manage a digital preservation programme, leveraging the tools implemented in recent years to capture, assess and preserve digital records. Specifically, the incumbent would develop a preservation strategy and establish end-to-end workflows and related procedural documentation to receive, manage, preserve and provide access to the United Nations digital holdings through their entire life cycle. The Digital Archivist would also lead the reskilling of existing staff at the P-2 and General Service levels, providing information technology support on specific applications related to record and archive management, as well as in connection with the Falchi Building archive repository that will be vacated at the end of 2024.
Subprogramme 4 Administration, New York	(4)	GS (OL)	Abolishment of 4 Mail Assistant positions	Also, in line with the above-mentioned transformation and as part of the efforts to realign resources as workload patterns change, it is proposed to reassign one post of Mail Assistant (General Service (Other level)) as Information Management Assistant (General Service (Other level)) to support the implementation of a digital preservation programme. Furthermore, with the gradual trend of declining mail volume anticipated to continue in the foreseeable future, in part resulting from the digital transformation of the United Nations,

Section 29B Department of Operational Support

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
				<p>it is proposed to abolish four posts of Mail Assistant (General Service (Other level)), as the related functions will no longer be required, allowing the Department to meet long-term staffing requirements in other critical areas of operations, in particular for digital archive management under this subprogramme and for budget and finance management under programme support. The posts have been vacant, and the related functions have been redistributed.</p>
Programme Support	1	P-5	Establishment of 1 Senior Budget and Finance Officer	<p>Within the Division of Administration, the Executive Office in the Headquarters Client Support Service provides support to the Department of Operational Support, the Office of Information and Communications Technology and 17 other entities, as well as for the travel of representatives from least developed countries. This involves support on human resources, budgetary and financial management and other administrative matters.</p> <p>Ten of these are regular budget entities (Department of Operational Support, Office of Information and Communications Technology, Ethics Office, Office of the United Nations Ombudsman and Mediation Services, Office of Administration of Justice, Office of the Victims' Rights Advocate, Office of the Special Representative of the Secretary-General on Violence against Children, Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, Office of the Special Representative of the Secretary-General for Children and Armed Conflict and Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse). Each of these entities, eight of which are headed at the Under-Secretary-General or Assistant Secretary-General level, require guidance and support with respect to budgetary and financial management.</p> <p>In that regard, these 10 entities receive approximately \$190 million a year in regular budget funding (in addition to some \$150 million in support account funding and estimated extrabudgetary resources of \$140 million annually). While the level of funding is one indicator of the scope of responsibility of the Executive Office, the requirement for support to all 10 entities on the full range of financial and budgetary matters, from the preparation and defence of the budget submission to the monitoring of expenditure, is as much an indicator of the level of capacity needed to provide effective support.</p> <p>At present, to support these 10 regular budget entities and their \$190 million in annual regular budget resources, the Executive Office has only one professional post (P-3) funded by the regular budget, as well as two General Service (Other level) posts. This level of resources is inadequate to provide the required level of support to the 10 regular budget entities. (The only other post funded from assessed resources is a P-4 under the support account for peacekeeping operations.)</p> <p>The Executive Office of the Headquarters Client Support Service provides advice and guidance to the Department of Operational Support and all client entities regarding the formulation of budgets and the utilization of resources. This became more complex as the delegation of authority given to heads of entities and those staff to which they sub-delegated authority places the decision-making closer to the point of mandate and programme delivery. Accordingly, the Service provides guidance regarding the United Nations financial</p>

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
				<p>regulations and rules for the certification of resources to implement their mandated activities.</p> <p>Furthermore, entities are also delegated to enter into financial arrangements with United Nations system entities with umbrella or framework agreements, as well as to accept voluntary contributions, gifts and donations. Accordingly, the Service reviews draft agreements and provides guidance and advice to ensure that United Nations policies and procedures are followed.</p> <p>The establishment of a senior-level position (P-5) with extensive knowledge and expertise is required to ensure that entities receive the level of support they require. This post would provide effective leadership, management and oversight of the finance team to ensure that efficient services are provided in accordance with United Nations regulations and rules, review complex financial transactions and agreements in order to mitigate financial and reputational risk to the Organization, and provide advice and guidance to heads of entities and senior managers regarding budgetary and financial policies and procedures, including the signing of financial agreements and the acceptance of contributions.</p> <p>The senior-level officer would be the focal point when interacting with the Controller, Under-Secretaries-General, Assistant Secretaries-General and senior managers regarding financial matters and legislative body processes, as well as during interdepartmental meetings related to financial and budgetary issues. He or she would be responsible for ensuring compliance with intergovernmental recommendations and decisions, as well as with United Nations policies and procedures. The incumbent would provide advice, financial interpretation, adaptations and corrective actions in response to audits and other queries to ensure adherence to the Staff Regulations and Rules of the United Nations, administrative instructions, bulletins and circulars. Also, considering the level of extrabudgetary resources and the delegated authority to heads of entities to solicit and approve voluntary contributions, the incumbent, supported by positions funded through extrabudgetary resources, would oversee the review of draft agreements and cost plans to ensure that they comply with financial regulations and rules and established policies and procedures.</p>