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Proposed programme budget for 2024

Programme planning

Proposed programme budget for 2024

Part X

Jointly financed administrative activities and special expenses

Section 31

Jointly financed administrative activities

Programme 27

Jointly financed activities

Contents

	<i>Page</i>
I. International Civil Service Commission	3
Foreword	3
A. Proposed programme plan for 2024 and programme performance in 2022**	4
Overall orientation	4
Programme of work	4
B. Proposed post and non-post resource requirements for 2024***	10
Overview	10
II. Joint Inspection Unit	15
Foreword	15

* [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.

*** 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.



A.	Proposed programme plan for 2024 and programme performance in 2022**	16
	Overall orientation	16
	Programme of work	16
B.	Proposed post and non-post resource requirements for 2024***	21
	Overview.	21
III.	United Nations System Chief Executives Board for Coordination	25
	Foreword	25
A.	Proposed programme plan for 2024 and programme performance in 2022**	26
	Overall orientation	26
	Programme of work	26
B.	Proposed post and non-post resource requirements for 2024***	33
	Overview.	33
Annexes		
I.	Organizational structure and post distribution for 2024	37
II.	Summary of follow-up action taken to implement relevant recommendations of advisory and oversight bodies	40
III.	Summary of information on the cost-sharing methodology applied in establishing the United Nations share of jointly financed activities	41
IV.	Overview of financial and post resources	42

I. International Civil Service Commission

Foreword

Since its establishment in 1974, the International Civil Service Commission (ICSC) has focused its efforts on strengthening and maintaining high standards in the international civil service while balancing the needs and concerns of its major stakeholders.

ICSC stands committed to safeguarding and improving the conditions of service of staff of the United Nations common system as it faces system-wide challenges brought about by an ever-changing global employment market. In that regard, there have been some notable achievements, in particular the new parental leave framework proposed by ICSC and welcomed by the General Assembly. The framework provides extended paid leave to parents, regardless of gender, as they welcome a child into their lives.

In the broader context of the Sustainable Development Goals, an enhanced leave framework would allow women to have greater equality with men in terms of career opportunities and to make provision for more flexibility in a rapidly changing work environment.

Guided by the ICSC statute, the Commission is focused on ensuring that the entities of the United Nations common system continue to be employers of choice. With proper strategic and budgetary planning at the entity level, there is no doubt that the Commission will continue to achieve and appreciate that success within the common system.

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

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

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2024

- 31.3 To contribute to the objective, the Commission will:
- (a) Continue to develop and strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles;
 - (b) Apply the methodologies for determining salaries and post adjustment classifications;
 - (c) Provide guidance and advice on the administration of human resources management policies and systems, including job evaluation standards and tools, and substantive support for all stakeholders;
 - (d) Lend its expertise to stakeholders and work closely with the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB);
 - (e) Seek feedback from organizations on the conditions of service of staff;
 - (f) Conduct workshops to educate staff on the work of the Commission and on the benefits and entitlements available to staff of the United Nations common system;
 - (g) Carry out periodic global surveys to solicit information from the staff at large, all in an effort to determine the most appropriate conditions of service;
 - (h) Analyse the conditions of service of staff in difficult duty stations.
- 31.4 In an effort to increase diversity and rejuvenate the workforce within the common system, the Commission will collect information from common system organizations in order to conduct its review and propose relevant updates to the General Assembly on any new developments and improvements as they relate to geographical diversity and the rejuvenation of the workforce.
- 31.5 The above-mentioned work is expected to result in:
- (a) The promotion of geographical diversity and rejuvenation of the workforce;

- (b) A coherent and effective human resources management system that is aligned closely with the achievement of organizational goals and objectives.
- 31.6 With regard to the external factors, the overall plan for 2024 is based on the planning assumption that organizations of the United Nations common system provide timely information, as requested by Commission, and that they fully implement the Commission's decisions and recommendations.
- 31.7 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In 2024, the Commission will update the General Assembly on the implementation of existing gender policies in the United Nations common system and report on the implementation of the Commission's recommendations on the issue.

Impact of the pandemic and lessons learned

- 31.8 The continuation of the coronavirus disease (COVID-19) pandemic into 2022 did not affect the Commission's ability to carry out its mandate. While spending patterns and the ability to collect price data for determining the cost of living were affected, the Commission sought alternate reliable sources of data, such as the use of an automated online price collection method called "web scraping", an efficient source proven to yield accurate results.
- 31.9 The Commission continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the pandemic, including conducting some working group meetings virtually, and will continue to do so as necessary.

Programme performance in 2022

Strengthened recognition of staff with children with disabilities

- 31.10 Since 2012, every two years, the Commission has considered several variations to the methodology for calculating and adjusting the dependent child allowance and made proposals to the General Assembly. Following the Commission's new proposal in the 2022 annual report, the Assembly decided to approve an increase in the allowance for children with disabilities and asked the Commission to further refine the structure of the children's and secondary dependants' allowances.
- 31.11 Progress towards the objective is presented in the performance measure below (see table 31.1).

Table 31.1
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	An increase in the allowance for the dependent child benefit in respect of a child with a disability, effective 1 January 2023

Planned results for 2024

Result 1: improved conditions of service, retention and attraction of staff in duty stations with extreme hardship

Programme performance in 2022 and target for 2024

- 31.12 The programme's work contributed to preliminary findings indicating an increase in the number of staff opting for the grant instead of installing eligible dependants at hardship duty stations, as well as to the General Assembly, in its resolution [76/240](#), further extending the pilot to D duty stations,

in which case staff would be granted an amount of \$14,000 annually in lieu of the installation of eligible dependants, which met the planned target.

- 31.13 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 31.2).

Table 31.2
Performance measure

<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (planned)</i>	<i>2024 (planned)</i>
Staff given choices in deciding whether or not to install their families in duty stations with extreme hardship conditions	Positive indications from interim data of staff satisfaction with the option to decide on whether to install their families at extreme hardship duty stations, as shown by a positive upward increase in staff opting to accept a grant in the amount of \$15,000 annually at category E hardship duty stations in lieu of installation of eligible dependants	<p>Preliminary figures indicate an increase in the number of staff opting for the grant</p> <p>The General Assembly, in its resolution 76/240, asked that the pilot study be continued at E duty stations and that the pilot be further extended to D duty stations, in which case staff would be granted an amount of \$14,000 annually in lieu of installation of eligible dependants</p>	Positive indications and preliminary data suggest improvements in the attraction and retention of staff, especially women, in duty stations classified as undergoing extreme hardship	Positive indications with regard to the attraction and retention of staff, in particular women at hardship duty stations classified as D and E

Result 2: strengthened incentives to promote multilingualism of the workforce in the common system

Programme performance in 2022 and target for 2024

- 31.14 The programme's work contributed to the Commission's study on workforce diversity in which Commission members provided perspectives and recommendations on multilingualism in the workforce in their relevant contexts, as well as to the General Assembly recognizing that multilingualism strengthens workforce diversity and welcoming the inclusion of multilingualism of the workforce in the programme of work of the Commission, which met the planned target.

Table 31.3
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	—	<p>Commission members provide perspectives and recommendations on multilingualism in the workforce in their relevant contexts</p> <p>The General Assembly, in its resolution 77/256 A–B, recognizes that multilingualism strengthens the workforce diversity and welcomes the inclusion of multilingualism of the workforce in the programme of work of the Commission</p>	The General Assembly considers policy options to support the adoption of more coherent and focused incentives to promote multilingualism in the context of the review of the Framework for Human Resources Management	On the basis of recommendations of ICSC at the conclusion of its review, the General Assembly provides common system organizations with guidance to promote multilingualism and an increasingly diverse workforce

Result 3: a common system compensation package that is fit for purpose, competitive and cost-efficient

Proposed programme plan for 2024

- 31.15 Following its holistic review of the common system compensation package from 2013 to 2015, the newly approved package was rolled out from 2016 among organizations of the common system. In its resolution [76/240](#), the Assembly invited the Commission to undertake a comprehensive assessment and review of the compensation package for the United Nations common system on a five-year cycle, taking into due consideration the previously agreed objectives of the exercise, as well as the context both in Member States and in the United Nations common system.

Lesson learned and planned change

- 31.16 The lesson learned by the Commission was to ensure that feedback from all stakeholders is solicited and to encourage staff to respond to the survey, as that would enable a more accurate assessment of the compensation package. In applying the lesson, the Commission will focus on its communication strategy while reaching out to common system organizations. Consultations will be held with senior managers, directors and staff federations as well as staff. The importance of the input of staff and their responses to the survey will be made clear. The upcoming review will be focused on assessing whether the compensation package is fit for purpose, competitive, cost-efficient and free of overlaps and meets the other agreed review objectives. As part of the review, consultations will be held with executive heads, directors and staff representatives. Compensation data will be collected, and a global staff survey will be conducted to collect feedback directly. In 2023, the Commission will provide an outline of the review, and in 2024 and 2025, there will be working group meetings and the roll-out of the global staff survey. In 2026, the publication of a comprehensive outcome of the review is expected, followed by the implementation of any new changes to the package.

31.17 Expected progress towards the objective is presented in the performance measure below (see table 31.4)

Table 31.4
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
–	Preliminary review of the compensation package was considered by the General Assembly	General Assembly requested a detailed outline of the Commission's approach for the next review of the common system compensation package, including the structure, parameters and timelines	The General Assembly considers a detailed outline of the review of the common system compensation package, which is expected to commence in 2024	Organizations, staff representatives and staff members indicate their satisfaction with the common system compensation package with a higher response rate than usual

Legislative mandates

31.18 The list below provides all mandates entrusted to the Commission.

General Assembly resolutions

3357 (XXIX) Statute of the International Civil Service Commission 76/240 and 77/256 (A–B) United Nations common system

Deliverables

31.19 Table 31.5 lists all deliverables of the Commission.

Table 31.5
Deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. International Civil Service Commission annual report	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	56	72	56	56
Meetings of:				
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Advisory Committee on Post Adjustment Questions	1	1	1	1
6. The International Civil Service Commission spring and summer sessions	44	44	44	44

Section 31 Jointly financed administrative activities

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
7. The International Civil Service Commission on specific issues of conditions of service (working group)	8	24	8	8
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	18	7	17	14
8. Workshops on the common system compensation package	18	7	17	14
Publications (number of publications)	24	24	24	24
9. Monthly (or bimonthly) revisions and promulgations of post adjustment and rental subsidy thresholds	9	9	9	9
10. Monthly (or bimonthly) revisions and promulgations of approximately 400 daily subsistence allowance rates	9	9	9	9
11. Salaries and allowances booklet	1	1	1	1
12. Post adjustment booklet	2	2	2	2
13. Guide to mobility and hardship scheme and related arrangements	1	1	1	1
14. Information on danger pay locations	1	1	1	1
15. Rest and recuperation framework	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to the United Nations Appeals Tribunal and the International Labour Organization Administrative Tribunal on specific areas relating to human resources management; research papers on specific issues raised by Member States, organizations and staff representatives (restricted documents of the Commission); and information meetings with Member States and organizations outside the United Nations common system.				
E. Enabling deliverables				
Administration: International Civil Service Commission website; substantive documents for the Commission and the Advisory Committee on Post Adjustment Questions reports; and salary surveys and cost-of-living surveys for more than 60 field duty stations.				

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

Overview

31.20 The proposed jointly financed resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 31.6 to 31.8.

Table 31.6

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

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 approved	Changes					2024 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	8 531.0	8 514.0	—	—	302.2	302.2	3.5	8 816.2
Other staff costs	25.6	154.4	—	—	(137.8)	(137.8)	(89.2)	16.6
Non-staff compensation	672.9	626.2	—	—	(10.8)	(10.8)	(1.7)	615.4
Hospitality	1.9	3.8	—	—	(1.8)	(1.8)	(47.4)	2.0
Consultants	178.3	615.0	—	—	(513.9)	(513.9)	(83.6)	101.1
Travel of representatives	536.4	660.4	—	—	(177.5)	(177.5)	(26.9)	482.9
Travel of staff	351.5	306.4	—	—	(28.3)	(28.3)	(9.2)	278.1
Contractual services	245.0	153.6	—	—	42.3	42.3	27.5	195.9
General operating expenses	821.9	1 113.3	—	—	(513.9)	(513.9)	(46.2)	599.4
Supplies and materials	5.2	35.3	—	—	(30.4)	(30.4)	(86.1)	4.9
Furniture and equipment	14.4	62.1	—	—	(45.5)	(45.5)	(73.3)	16.6
Total	11 384.1	12 244.5	—	—	(1 115.4)	(1 115.4)	(9.1)	11 129.1

Table 31.7

Overall: proposed posts and post changes for 2024 (jointly financed)

(Number of posts)

	Number	Details
Approved for 2023	45	1 D-2, 3 D-1, 4 P-5, 9 P-4, 3 P-3, 4 P-2, 3 GS (PL), 18 GS (OL)
Proposed for 2024	45	1 D-2, 3 D-1, 4 P-5, 9 P-4, 3 P-3, 4 P-2, 3 GS (PL), 18 GS (OL)

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

Table 31.8

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

(Number of posts)

Category and grade	2023 approved	Changes			Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	1	—	—	—	—	1
D-1	3	—	—	—	—	3
P-5	4	—	—	—	—	4
P-4	9	—	—	—	—	9
P-3	3	—	—	—	—	3
P-2	4	—	—	—	—	4
Subtotal	24	—	—	—	—	24
General Service and related						
GS (PL)	3	—	—	—	—	3
GS (OL)	18	—	—	—	—	18
Subtotal	21	—	—	—	—	21
Total	45	—	—	—	—	45

31.21 Additional details on the distribution of the proposed resources for 2024 are reflected in table 31.10 and figure 31.I.

31.22 As reflected in table 31.10, the overall resources proposed for 2024 amount to \$11,129,100, reflecting a net decrease of \$1,115,400 (or 9.1 per cent) compared with the amount approved for 2023. Resource changes result from other changes. In accordance with article 21 of the statute of the Commission, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination. The budget level agreed by the Network was based on the principle that budgets were expected to reflect the new ways of working and the commitment of the United Nations system to the Greening the Blue initiative and to the Sustainable Development Goals, resulting in a tangible impact on proposed travel and other relevant costs compared with pre-pandemic baselines. The fact that the vast majority of the United Nations system entities are subject to declining budgets and that their budget methodology does not accommodate further increases due to recosting was also taken into account by the Network. The level of resources agreed by the Network therefore already takes into account increases due to anticipated inflation, as determined by the Network. The proposed resources will therefore not be subject to further recosting. The overall resources presented by the Commission for 2024 amount to \$12,380,000 before recosting, including one additional post of Legal Officer (P-4). The Network did not support the establishment of the new P-4 post and recommended an overall resource level of \$11,129,100 after recosting.

31.23 The proposed changes reflect decreases under other staff costs (\$137,800), non-staff compensation (\$10,800), hospitality (\$1,800), consultants (\$513,900), travel of representatives (\$177,500), travel of staff (\$28,300), general operating expenses (\$513,900), supplies and materials (\$30,400) and furniture and equipment (\$45,500), offset in part by increases under posts owing to anticipated inflation, as explained above (\$302,200), and contractual services (\$42,300).

31.24 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, ICSC is integrating environmental management practices into its operations. For 2024, the Commission will continue its online repository where more of its survey materials are deposited, thus reducing the amount of survey data received by regular email. In addition, the Secretariat has encouraged meeting participants to gain access to documents online, and in cases in which this is not possible, documents have been emailed to meeting participants. This has significantly reduced the number of documents printed and mailed.

- 31.25 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.9. The lower compliance rate for document submission in 2022 was due to the late submission of a conference room or working group document. In an effort to be fully compliant with the advance purchase policy for air travel, ICSC monitors all necessary planned travel, ensuring that such travel is cleared and approved well in advance of the two weeks. However, in most cases, the Commission is faced with difficulty when staff and members of the Commission are invited to meetings on very short notice to discuss issues affecting staff on the United Nations common system. In 2022, the lower travel compliance rate was influenced by last-minute requests from organizations to participate in meetings and training as well as the COVID-19 pandemic during the first part of the year, resulting in changes in travel options at short notice, as well as travel restrictions that were imposed and lifted.

Table 31.9
Compliance rate

(Percentage)

	Actual 2020	Actual 2021	Actual 2022	Planned 2023	Planned 2024
Timely submission of documentation	100	100	97	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	72	71	73	100	100

Table 31.10
Overall: evolution of financial and post resources (jointly financed)

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 approved	Changes				2024 estimate	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Post	8 531.0	8 514.0	—	—	302.2	302.2	3.5	8 816.2
Non-post	2 853.1	3 730.5	—	—	(1 417.6)	(1 417.6)	(38.0)	2 312.9
Total	11 384.1	12 244.5	—	—	(1 115.4)	(1 115.4)	(9.1)	11 129.1
Post resources by category								
Professional and higher		24	—	—	—	—	—	24
General Service and related		21	—	—	—	—	—	21
Total		45	—	—	—	—	—	45

Figure 31.1
Distribution of proposed resources for 2024 (jointly financed)

(Number of posts/thousands of United States dollars)

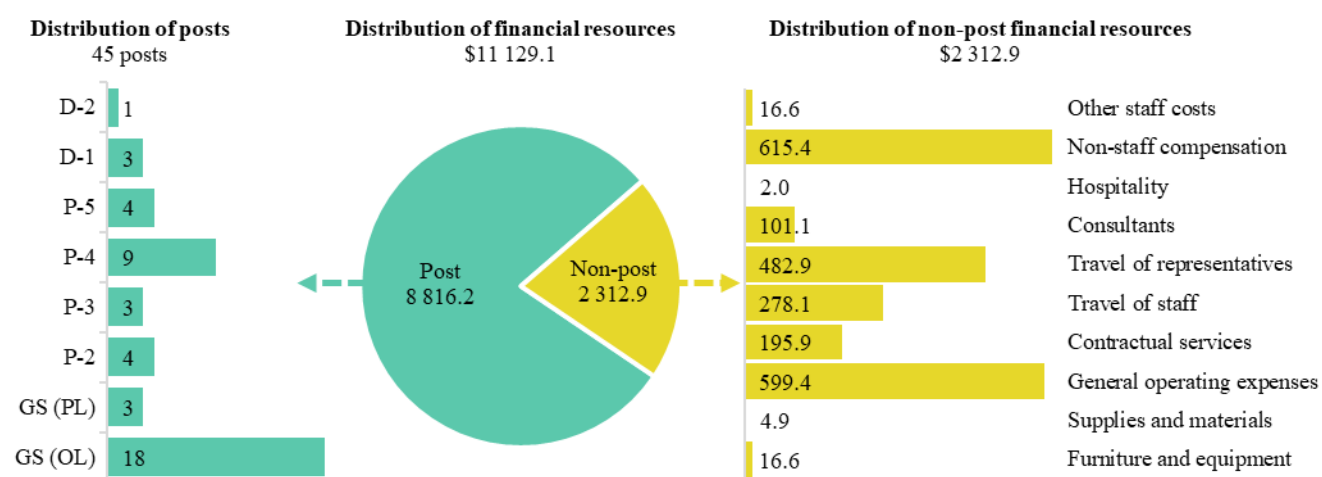


Table 31.11
Evolution of financial resources (United Nations share)

(Thousands of United States dollars)

	Changes							2024 estimate
	2022 expenditure	2023 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	—	—	—	—	—	—	—	—
Grants and contributions	4 329.7	4 591.7	88.0	—	(418.3)	(330.3)	(7.2)	4 261.4
Total	4 329.7	4 591.7	88.0	—	(418.3)	(330.3)	(7.2)	4 261.4

31.26 The proposed regular budget requirements for 2024, in the amount of \$4,261,400, reflect a net decrease of \$330,300 (or 7.2 per cent) compared with the appropriation for 2023.

31.27 As reflected in table 31.11, resource changes result from technical adjustments and other changes, as follows:

Technical adjustments: An increase of \$88,000 based on the United Nations Secretariat share of the budget of ICSC of 38.3 per cent for 2024, as compared to 37.5 per cent for 2023, as determined by CEB in accordance with the established methodology.

Other changes: A decrease of \$418,300, reflecting the United Nations Secretariat share for 2024 of the proposed decrease in jointly funded resources of \$1,115,400 resulting from the agreement by the Finance and Budget Network on the resource level for the Commission in 2024 (see para. 31.20 above).

II. Joint Inspection Unit

Foreword

Over the course of 2024, the Joint Inspection Unit will implement the prioritized recommendations of the self-assessment of the Unit's work and operations, which is expected to feature in the programme plan for 2025 and beyond, as well as the Unit's long-term strategic framework. Another key area of focus in 2024 is the Unit's capability to effectively monitor the acceptance and implementation of its recommendations. It is planned, pending the receipt of extrabudgetary funds, that the development of the replacement of this critical application will take place in 2023, and training and implementation will follow during 2024.

Regarding the effective execution of the Unit's work, in 2022 the Unit restored many of the working methods and activities that had been disrupted during the coronavirus disease (COVID-19) pandemic, including essential on-site data collection and interviews, and inspection missions. However, the resource capacity to continue the application of the Unit's established methodology in this same manner, which is required in order to produce high-quality reviews, was restricted in 2023.

The Unit expects that the process for establishing the level of resources required by the Unit to implement its programme of work will adhere to the provisions of its statute, and that the applicability of the resolution of the General Assembly in this regard will be accepted by all participating organizations.

(Signed) Eileen Cronin
Chair of the Joint Inspection Unit

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

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2024

- 31.30 To contribute to the objective, the Joint Inspection Unit will:
- (a) Ensure that its programme of work includes system-wide reviews in the identified main thematic areas: accountability and oversight functions and systems; management and administration practices; the implementation of policies, strategies and programmes, as well as coordination and collaboration on the realization of internationally agreed development goals, such as the Sustainable Development Goals; and governance arrangements and mechanisms, as well as inter-agency coordination;
 - (b) Undertake system-wide reviews of the management and administration practices and methods of the organizations of the United Nations system in the areas of human and financial resources, administration, results-based management, strategic planning and management, change management, risk management, security and safety, and information technology;
 - (c) Focus on system-wide issues that can be assessed across all or multiple organizations in conducting its reviews;
 - (d) Develop and implement effective platforms for the sharing of good practices and knowledge in the various thematic areas of the work of the Unit, including the innovative practices and institutional knowledge originating from the COVID-19 pandemic;
 - (e) Analyse the acceptance and implementation of the Unit's recommendations to establish how rates of acceptance and implementation can be improved and how consideration of the Unit's reports by legislative organs can be more effective.
- 31.31 The above-mentioned work is expected to result in:
- (a) Better information for legislative body decision-making;
 - (b) Improved efficiency and effectiveness of the organizations of the United Nations system;
 - (c) Improved coordination and collaboration of the organizations of the United Nations system.

- 31.32 With regard to the external factors, the overall plan for 2024 is based on the planning assumption that participating organizations fully cooperate with the reviews of the Joint Inspection Unit and that recommendations are accepted and implemented.
- 31.33 With regard to coordination and cooperation within the United Nations system, the Unit will continue its engagement in various forums, including with the Board of Auditors, the Office of Internal Oversight Services and the audit and oversight committees of participating organizations. The engagement of a broad range of actors, including those beyond the traditional inspection sphere, is critical to mobilizing effective responses and pursuing solutions to improve business processes. This means the continued strengthening of existing partnerships with independent internal oversight entities and oversight committees in participating organizations, but also pursuing new ones that can help to foster innovative approaches. The Unit will pursue measures to continue to promote an integrated approach to support the implementation of the recommendations included in its reports.
- 31.34 The Joint Inspection Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Unit will continue to examine and report on the gender policies and practices of organizations that it has identified for its management and administration reviews.
- 31.35 In line with the United Nations Disability Inclusion Strategy, the Joint Inspection Unit will also continue to accelerate the effective mainstreaming of disability inclusion, including mitigating measures to overcome any challenges while operationalizing disability inclusion.

Impact of the pandemic and lessons learned

- 31.36 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular the international travel restrictions still in place during the first months of 2022, which contributed to delays in the timelines of several reviews included in the programme of work for 2022. Data collection, through direct observation and in-person interviews, had to employ alternate and virtual methods which, in the view of the Unit, has an impact on the depth and quality of the data collected, and on-site observations and informal discussions were restricted and limited this important aspect of independent oversight work. While the reviews could be completed by mainly working remotely, the depth and quality of the final reports were severely affected. Furthermore, in 2022, the cumulative effect of delays in data collection and analysis by alternate methods and the extended time requested by participating organizations to respond to questions or review draft documents, resulted in reviews taking much longer to complete. The Unit attributes the completion of only two reports in 2022 and the carry-over of seven reviews for which the reports will be issued in 2023, to this factor.
- 31.37 The Joint Inspection Unit 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 increased used of alternate methods for data collection, such as electronic surveys and remote interviews to collect data; this has translated into a reduction of travel resources used in 2022 compared with pre-pandemic periods. These lessons learned have been incorporated into programme practices as appropriate.

Programme performance in 2022

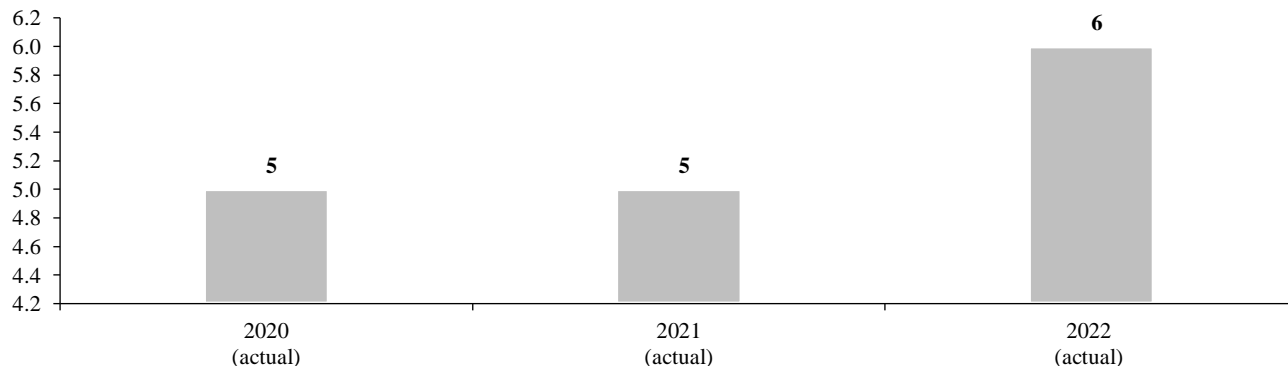
Aligning the programme of work with priorities of the United Nations system for more effective contribution to legislative bodies and organizations

- 31.38 The Joint Inspection Unit prepared its programme of work after a consultative process that took into consideration proposals for reviews submitted by its participating organizations as well as by oversight bodies and the inspectors themselves. The Unit revised its mechanisms for requesting proposals from participating organizations, oversight bodies and coordinating bodies and provided additional guidance to executive heads and entities to ensure that proposals are made regarding subjects that are relevant, important, of high priority and appropriate for the mandate of the Unit. The Unit also consulted with all participating organizations before confirming the programme of work as a validation check.

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

Figure 31.II

Performance measure: number of proposals provided by participating organizations that were adopted in the Unit's programme of work (annual)



Planned results for 2024

Result 1: governing bodies regularize their consideration of Joint Inspection Unit reports

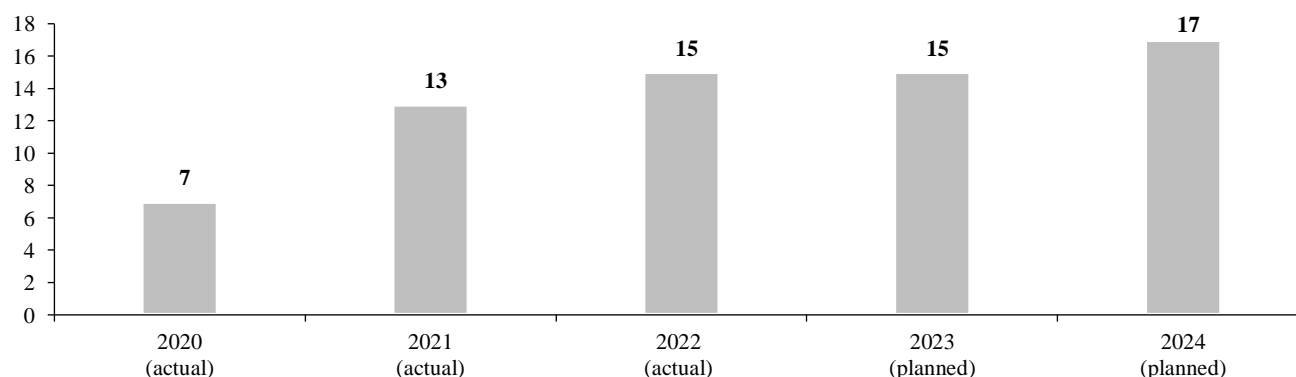
Programme performance in 2022 and target for 2024

31.40 The programme's work contributed to 15 Joint Inspection Unit participating organizations confirming that their legislative organs and/or governing bodies have regularized the consideration of the report of the Unit, which exceeded the planned target of 14 governing bodies.

31.41 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 31.III).

Figure 31.III

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



Result 2: increased acceptance of Joint Inspection Unit recommendations

Programme performance in 2022 and target for 2024

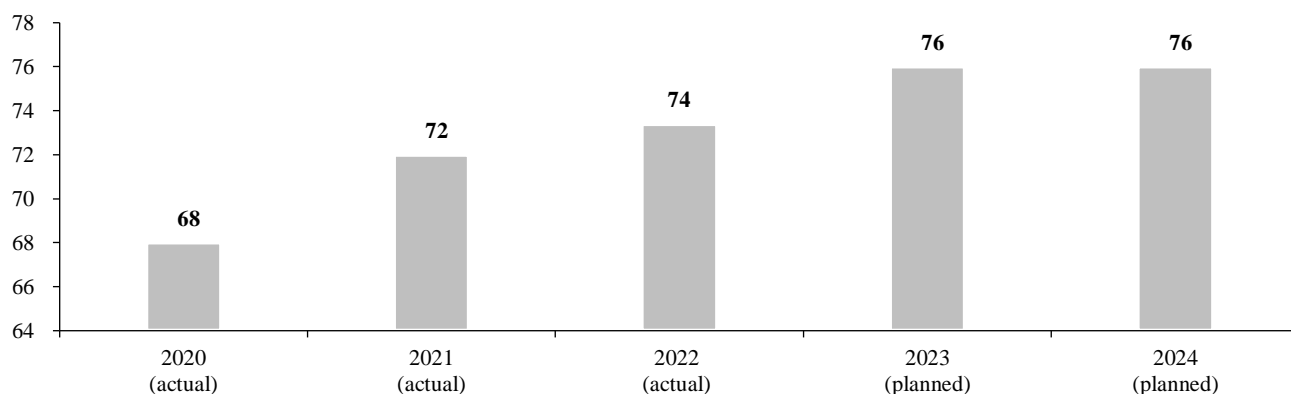
31.42 The programme's work contributed to 74 per cent of Joint Inspection Unit recommendations being accepted by participating organizations, which met the planned target.

31.43 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 31.IV).

Figure 31.IV

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

(Percentage)

**Result 3: timely availability of reviews to enable appropriate action by participating organizations to implement recommendations****Proposed programme plan for 2024**

- 31.44 To keep its reports on track, the Unit has instituted a monthly report that gives the participating organizations a view of the actions the Unit will be requesting of them in the following two-month period. The participating organizations have reported that this activity forecast has improved their visibility of requests from the Unit and their ability to plan a timely response.

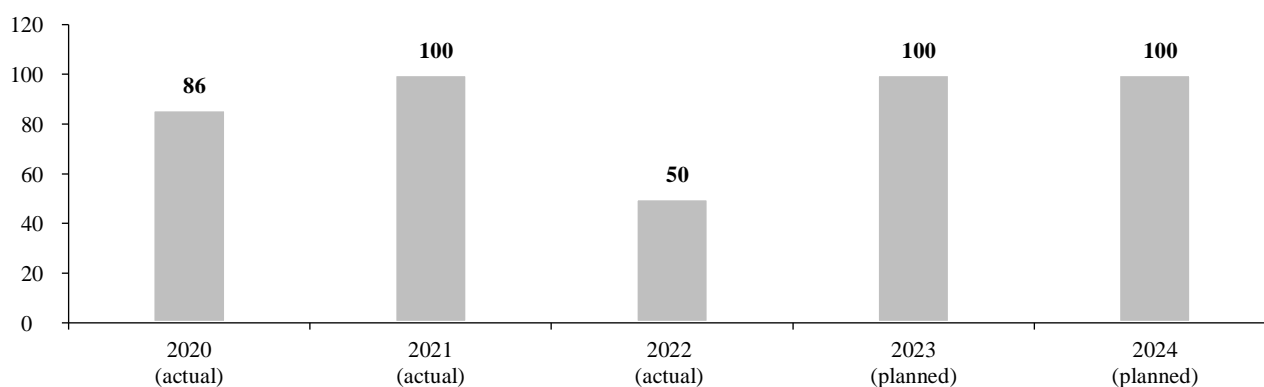
Lesson learned and planned change

- 31.45 The lesson for the Unit was that, in addition to better planning, reviews can benefit from an increased focus on scoping reviews to be completed within a reasonable time frame, thereby making more effective use of questionnaires and surveys, and maximizing on-site opportunities. In applying the lesson, the Unit will regularly monitor the progress of reviews to ensure that they remain on track for completion according to the plan.
- 31.46 Expected progress towards the objective is presented in the performance measure below (see figure 31.V).

Figure 31.V

Performance measure: availability of reviews carried over from the previous year (annual)

(Percentage)



Legislative mandates

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

General Assembly resolutions

31/192 Statute of the Joint Inspection Unit 73/287; 75/270; Joint Inspection Unit
76/261

Deliverables

31.48 Table 31.12 lists all deliverables of the Joint Inspection Unit.

Table 31.12

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)	9	2	7	6
1. Report of the Joint Inspection Unit for the year and programme of work for the following year	1	1	1	1
2. Reports of the Joint Inspection Unit on reviews conducted as presented in its programme of work	8	1	6	5
Substantive services for meetings (number of three-hour meetings)	14	16	13	12
Meetings of:				
3. The Fifth Committee	11	12	10	10
4. The Second Committee	1	1	1	—
5. The Committee for Programme and Coordination	1	2	1	1
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	1	1	1	10
7. Notes and management letters	1	1	1	10

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

Overview

31.49 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 31.13 to 31.15.

Table 31.13

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

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 approved	Changes					2024 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	7 444.1	7 720.6	—	—	408.6	408.6	5.3	8 129.2
Other staff costs	3.0	57.6	—	—	(3.4)	(3.4)	(5.9)	54.2
Consultants	78.1	80.3	—	—	(4.4)	(4.4)	(5.5)	75.9
Travel of staff	171.8	362.0	—	—	(147.1)	(147.1)	(40.6)	214.9
Contractual services	44.8	45.0	—	—	(2.6)	(2.6)	(5.8)	42.4
General operating expenses	37.3	71.4	—	—	(4.0)	(4.0)	(5.6)	67.4
Supplies and materials	0.1	11.7	—	—	(0.6)	(0.6)	(5.1)	11.1
Furniture and equipment	26.2	30.1	—	—	(1.7)	(1.7)	(5.6)	28.4
Total	7 805.4	8 378.7	—	—	244.8	244.8	2.9	8 623.5

Table 31.14

Overall: proposed posts and post changes for 2024 (jointly financed)

(Number of posts)

	Number	Details
Approved for 2023	31	12 D-2, 2 P-5, 3 P-4, 4 P-3, 1 P-2, 1 GS (PL), 8 GS (OL)
Proposed for 2024	31	12 D-2, 2 P-5, 3 P-4, 4 P-3, 1 P-2, 1 GS (PL), 8 GS (OL)

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

Table 31.15

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

(Number of posts)

Category and grade	2023 approved	Changes			Total	2024 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	12 ^a	—	—	—	—	12 ^a
P-5	2	—	—	—	—	2
P-4	3	—	—	—	—	3
P-3	4	—	—	—	—	4
P-2/1	1	—	—	—	—	1
Subtotal	22	—	—	—	—	22
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	8	—	—	—	—	8
Subtotal	9	—	—	—	—	—
Total	31	—	—	—	—	31

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

- 31.50 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 31.16 to 31.18 and figure 31.VI.
- 31.51 As reflected in table 31.17, the overall net resources proposed for 2024 amount to \$8,623,500 reflecting a net increase of \$244,800 (or 2.9 per cent) compared with the amount approved for 2023. Resource changes result from other changes. In accordance with article 20 of the statute of the Joint Inspection Unit, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB). The budget level agreed by the Network was based on the principle that budgets were expected to reflect the new ways of working and the commitment of the United Nations system to the Greening the Blue initiative and to the Sustainable Development Goals, resulting in a tangible impact on proposed travel and other relevant costs compared with pre-pandemic baselines. The fact that the vast majority of the United Nations system entities are subject to declining budgets, and that their budget methodology does not accommodate further increases due to recosting, was also taken into account by the Network. The level of resources agreed by the Network therefore already takes into account increases due to anticipated inflation, as determined by the Network. These proposed resources will therefore not be subject to further recosting. The overall resources presented by the Unit for 2024 amounted to \$8,333,100, including one additional post of Evaluation and Inspection Officer (P-3). The Finance and Budget Network did not support the establishment of the new P-3 post and recommended an overall resources level of \$8,623,500 after recosting.
- 31.52 As reflected in table 31.17, resource changes reflect a net increase of \$244,800, resulting from adjustments made to reflect the agreement by the Finance and Budget Network on the overall resources for 2024 for the Unit. Adjustments reflect an increase under posts (\$408,600) due to anticipated inflation, as explained above, offset in part by decreases under other staff costs (\$3,400), consultants (\$4,400), travel of staff (\$147,100), contractual services (\$2,600), general operating expenses (\$4,000), supplies and materials (\$600) and furniture and equipment (\$1,700).

- 31.53 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 Joint Inspection Unit will continue to reduce its carbon footprint by reducing the amount of photocopy paper used and the quantity of documentation printed, as well as by limiting travel and utilizing alternatives to face-to-face meetings, where possible.
- 31.54 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.16. The Joint Inspection Unit requires that, for each of its review projects, a travel plan be submitted to facilitate the advance purchase of the related air tickets. However, the advance purchase compliance rate was affected during the first part of 2022 by the COVID-19 pandemic and its impact on international travel.

Table 31.16
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	52	55	81	100	100

Table 31.17
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 approved	Changes					2024 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	7 444.1	7 720.6	—	—	408.6	408.6	5.2	8 129.2
Non-post	361.3	658.1	—	—	(163.8)	(163.8)	(24.9)	494.3
Total	7 805.4	8 378.7	—	—	244.8	244.8	2.9	8 623.5
Post resources by category								
Professional and higher		22 ^a	—	—	—	—	—	22 ^a
General Service and related		9	—	—	—	—	—	9
Total		31	—	—	—	—	—	31

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

Figure 31.VI
Distribution of proposed resources for 2024 (jointly financed)

(Number of posts/thousands of United States dollars)

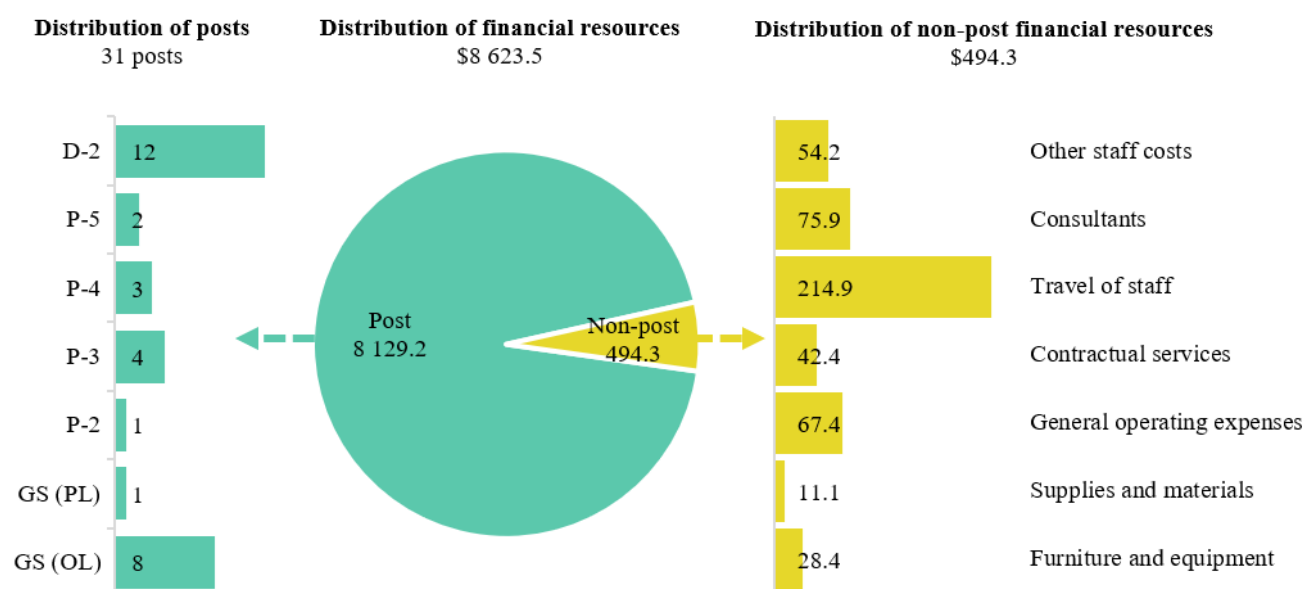


Table 31.18
Evolution of financial resources (United Nations share)

(Thousands of United States dollars)

	2022 expenditure	2023 appropriation	Changes				2024 estimate	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
Financial resources by main category of expenditure								
Non-post	—	—	—	—	—	—	—	—
Grants and contributions	2 395.6	2 379.9	(79.1)	—	69.5	(9.6)	(0.4)	2 370.3
Total	2 395.6	2 379.9	(79.1)	—	69.5	(9.6)	(0.4)	2 370.3

31.55 The proposed regular budget requirements for 2024, in the amount of \$2,370,300, reflect a net decrease of \$9,600 (or 0.4 per cent) compared with the appropriation for 2023.

31.56 As reflected in table 31.18, resource changes result from technical adjustments and other changes, as follows:

Technical adjustments: A decrease of \$79,100 based on the United Nations Secretariat share of the budget of the Unit of 27.5 per cent for 2024, as compared to 28.4 per cent for 2023, as determined by CEB in accordance with the established methodology;

Other changes: An increase of \$69,500, reflecting the United Nations Secretariat share for 2024 of the proposed increase in jointly funded resources of \$244,800 resulting from the agreement by the Finance and Budget Network on the resource level for the Unit in 2024 (see para. 31.50 above).

III. United Nations System Chief Executives Board for Coordination

Foreword

Over the course of 2024, the United Nations System Chief Executives Board for Coordination (CEB) will continue to strengthen and amplify the capacity of the multilateral system to deliver on all aspects of its sustainable development, human rights, humanitarian and peace actions around the world. Under my leadership as Chair, the Board will persist in intensifying support to the integrated implementation of the 2030 Agenda for Sustainable Development, working in support of Member States' efforts to rescue the Sustainable Development Goals. I will rally the organizations of the United Nations system to leverage the potential of Our Common Agenda towards that aim and to collectively and individually contribute to supporting a strong, concise and action-oriented outcome of the 2024 Summit of the Future.

The High-level Committee on Programmes will do its part by continuing to advance workstreams grounded in the objectives of the 2030 Agenda and with strong connections to key themes in Our Common Agenda, with a view to fostering coherence and cooperation on the policy dimensions of those strategic areas.

The High-level Committee on Management will continue to drive integration and coherence in support of Member States, with an emphasis on fostering the following: systemic change through a focus on providing better data, analysis and communications; innovation and digital transformation; strategic foresight; stronger results orientation; and a work culture that simplifies and encourages collaboration.

Unified through CEB and its committees, the United Nations system will work tirelessly to support the new global consensus on what our collective future should be.

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

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

Overall orientation

Mandates and background

- 31.57 CEB, composed of the Secretary-General and the executive heads of the organizations of the United Nations system, is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their mandates and in response to the decisions of intergovernmental bodies. The mandate of CEB derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution [13 \(III\)](#) and decision 2001/321.

Programme of work

Objective

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

Strategy and external factors for 2024

- 31.59 To contribute to the objective, CEB will:
- (a) Provide the means for senior leaders of the United Nations system to establish a shared vision, agree on strategic action, pursue policy coherence in both programmatic and administrative areas, and coordinate the use of resources, capacities and knowledge;
 - (b) Provide vision and leadership to guide the effective and coherent implementation of mandates by United Nations system organizations;
 - (c) Through its High-level Committee on Programmes:
 - (i) Foster system-wide policy coherence and programme coordination in response to intergovernmental mandates and in support of internationally agreed development goals;
 - (ii) Develop shared strategies, approaches and frameworks to address emerging policy and programme issues requiring system-wide action;
 - (d) Through its High-level Committee on Management:
 - (i) Foster the development of innovative approaches to improve efficiency and simplify business practices, and accelerate the harmonization, mutual recognition and integration of business operations;
 - (ii) Utilize its functional networks on finance and budget, human resources, digitization and technology, procurement, and safety and security to disseminate and, where applicable, mutually recognize best practices, innovative management approaches and partnerships in all areas of management.
- 31.60 The above-mentioned work is expected to result in:
- (a) Accelerated progress towards the broad and integrated implementation of the 2030 Agenda for Sustainable Development by Member States and the full range of mandates entrusted to United Nations system entities;
 - (b) A more coherent and coordinated United Nations system response to global challenges;

- (c) Greater capacity of United Nations system organizations to provide effective management responses that support the delivery of mandates.
- 31.61 With regard to the external factors, the overall plan for 2024 is based on the planning assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.
- 31.62 CEB integrates a gender perspective in its activities, deliverables and results, as appropriate, including in the products of its high-level committees, such as system-wide strategies, shared approaches and frameworks that maximize leadership and coordination opportunities across the United Nations system. The CEB annual human resources statistics will continue to present data on personnel of the United Nations system by category, grade and gender, helping to systematically track gender representation across the United Nations system. The CEB secretariat will continue to collaborate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on the implementation of a common methodology for tracking the financial contribution of United Nations activities to gender equality and the empowerment of women and women's rights. In addition, the High-level Committee on Programmes will continue its focus on inequalities, including gender equality and women's empowerment, and efforts to strengthen the United Nations system's impact and visibility on Sustainable Development Goals 5 and 10 in a coordinated, coherent and complementary manner.
- 31.63 In line with the United Nations Disability Inclusion Strategy, the CEB High-level Committee on Management will continue to advance disability inclusion through the activities of its working group on diversity, equity and inclusion.

Impact of the pandemic and lessons learned

- 31.64 The continuation of the coronavirus disease (COVID-19) pandemic into 2022 had an impact on the activities of the CEB secretariat, in particular reflected in the use of a virtual or hybrid modality to advance some individual workstreams under the CEB high-level committees.
- 31.65 In addition, in order to support coordination within the United Nations system on issues related to the COVID-19 pandemic, within the overall scope of the objectives, CEB dedicated most of its first regular session of 2022 to the global economic recovery from the pandemic and other crises and to accelerating action on the Sustainable Development Goals. The CEB High-level Committee on Management supported United Nations system organizations on issues related to COVID-19 through its organizational health and safety forum, which advances the implementation of the United Nations System Workplace Mental Health and Well-being Strategy to assist in managing the impact of COVID-19 on the mental health of United Nations personnel. The CEB High-level Committee on Programmes continued to integrate recovery from the pandemic as relevant in its various thematic work streams, such as in strengthening the United Nations system's impact and visibility on reducing inequalities.
- 31.66 The CEB secretariat continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including through the use of a virtual or hybrid modality for collaborative inter-agency processes to advance individual workstreams under the CEB high-level committees, as noted above. This approach complements and effectively establishes a foundation upon which to maximize the value of the in-person meeting modality used by the Board and its high-level committees to fulfil their system-wide coordination function.

Programme performance in 2022

Improved ethical guidance for the use of artificial intelligence in the United Nations system

- 31.67 As frontier technologies become more mature, they are increasingly being used by Governments, businesses and United Nations entities around the world. Significant ethical and human rights concerns can accompany the use of these technologies, including artificial intelligence. In 2020, the

High-level Committee on Programmes developed a United Nations system-wide contribution to the ad hoc expert group convened by the United Nations Educational, Scientific and Cultural Organization (UNESCO) to elaborate a draft recommendation on the ethics of artificial intelligence, improving the understanding by United Nations system organizations of the interlinkages between ethics, human rights and sustainable development and artificial intelligence. The recommendation, adopted by UNESCO at the forty-first session of its General Conference, in 2021, clarified the international norms on the ethics of artificial intelligence. In 2022, CEB endorsed a set of principles, based on the recommendation, developed by the Inter-Agency Working Group on Artificial Intelligence of the High-level Committee on Programmes, to guide the use of artificial intelligence across its life cycle within United Nations system organizations.

31.68 Progress towards the objective is presented in the performance measure below (see table 31.19).

Table 31.19

Performance measure

<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (actual)</i>
Improved understanding within the United Nations system of the ethical, human rights and sustainable development impacts of artificial intelligence	Clarification of international norms on the ethical use of artificial intelligence with the adoption of the recommendation on the ethics of artificial intelligence by UNESCO at the forty-first session of its General Conference	Strengthened ethical artificial intelligence norms grounded in the Charter of the United Nations and international law, including human rights law, through the CEB-endorsed principles for the ethical use of artificial intelligence in the United Nations system

Planned results for 2024**Result 1: United Nations system-wide financial statistics for better decision-making, greater transparency and enhanced accountability****Programme performance in 2022 and target for 2024**

- 31.69 The CEB secretariat's work contributed to the improved analytical quality of United Nations system-wide comprehensive, comparable financial data, including through the development of a common methodology for tracking the financial contribution of United Nations activities to gender equality and the empowerment of women; enhanced transparency and accountability on system-wide financial flows; and alignment of select data reporting elements with international standards, which met the planned target.
- 31.70 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 31.20).

Table 31.20
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Greater harmonization of reporting; availability of an updated road map for implementation of the financial data standards and improved guidance for reporting entities	<ul style="list-style-type: none"> Improved availability of system-wide financial data disaggregated by function, donor, country and Sustainable Development Goal Enhanced data-driven coordination through the integration of the inter-agency pooled funds into the CEB financial statistics Streamlined reporting requirements through the CEB minimum data set for reporting to CEB, the International Aid Transparency Initiative and the Organisation for Economic Co-operation and Development 	<ul style="list-style-type: none"> Established the United Nations data cube strategy for 2022–2025 Increased comprehensiveness and analytical quality of United Nations system-wide financial data on the CEB secretariat website; Developed a common methodology for tracking the financial contribution of United Nations activities to Gender Equality and the Empowerment of Women 	Continuous improvements, enhancements and data analytics enabling access to United Nations system-wide financial data for better-informed decisions in support of the 2030 Agenda	Improved accessibility for United Nations organizations and Member States to a larger volume of United Nations system-wide financial data, with enhanced functionality for interactive data analysis and effective, evidence-based decision-making

Result 2: a more coherent and modern United Nations system approach for timely, relevant and open data**Programme performance in 2022 and target for 2024**

- 31.71 The CEB secretariat's work contributed to an expanded number of United Nations system policy initiatives leveraging United Nations statistical community expertise, including the technical and analytical support for efforts to advance beyond gross domestic product (GDP), and the analysis of international data governance approaches and platforms to enable the use of data for public good, which met the planned target.
- 31.72 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 31.21).

Table 31.21
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
CEB endorsed the System-wide Road Map for Innovating United Nations Data and Statistics	A few significant United Nations system policy initiatives, such as the predictive analytics pilot in the Sahel and the United Nations system contribution on “Beyond GDP”, leverage United Nations statistical community expertise	Additional United Nations system policy initiatives leverage United Nations statistical community expertise, such as the technical and analytical support for efforts to advance beyond GDP, and analysis of international data governance approaches and platforms to enable the use of global public good data	Strengthened coherence and integration in the production of data and statistics that respond to United Nations system policy and operational needs	United Nations statistical community becomes increasingly proactive and takes a leadership role in select United Nations system policy initiatives

Result 3: mutual recognition as an enabler of management reform across the United Nations system

Proposed programme plan for 2024

- 31.73 In 2018, the CEB High-level Committee on Management and the United Nations Sustainable Development Group developed the Mutual Recognition Statement, since adopted and signed by the executive heads of 23 organizations. The Statement formalizes the joint commitment to apply the principle of mutual recognition, allowing an entity to use or rely on another entity’s policies, procedures, system contracts and related operational mechanisms for the implementation of activities, to the greatest extent practicable.

Lessons learned and planned change

- 31.74 The lesson for the CEB secretariat, based on the experiences of entities across the United Nations system implementing mutual recognition, was that obstacles to the full adoption of mutual recognition exist in varying degrees across the system. In applying the lesson, the CEB secretariat will work with the United Nations Sustainable Development Group to strengthen coordination between the different strands of operationalization of mutual recognition, and will increase collaboration with audit and legal offices to raise awareness of, and remove obstacles to, opportunities for mutual recognition. The functional networks of the CEB High-level Committee on Management will also develop management guidance to facilitate increased application of the mutual recognition principle and execute a mutual recognition awareness campaign.
- 31.75 Expected progress towards the objective is presented in the performance measure below (see table 31.22).

Table 31.22
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Principle of mutual recognition mainstreamed, with additional signatories to the mutual recognition statement	Several inter-agency initiatives that leverage mutual recognition of best practices established or scaled up	<ul style="list-style-type: none"> • Successful cases of and best practices on mutual recognition identified • Strategy established to address obstacles to the operationalization of mutual recognition 	Bottlenecks in the application of mutual recognition principles addressed through improved awareness and operationalization of management guidance	Additional inter-agency initiatives that employ mutual recognition

Legislative mandates

31.76 The list below provides all mandates entrusted to CEB.

General Assembly resolutions

64/289	System-wide coherence	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	77/254	Programme planning

Economic and Social Council resolutions and decisions

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

31.77 Table 31.23 lists all deliverables of CEB.

Table 31.23
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)	10	6	8	8
1. Annual overview report of the CEB for the Economic and Social Council	1	1	1	1
2. Note by the Secretary-General on the budgetary and financial situation of the organizations of the United Nations system for the General Assembly	1	1	—	1
3. Note by the Secretary-General with comments by the CEB on reviews conducted by the Joint Inspection Unit	8	4	7	6

Part X Jointly financed administrative activities and special expenses

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
Substantive services for meetings (number of three-hour meetings)	13	16	11	11
Meetings of:				
4. The Fifth Committee	8	10	6	6
5. The Second Committee	1	1	1	1
6. The Committee for Programme and Coordination	2	3	2	2
7. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. The Economic and Social Council	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	6	6	6	6
9. Reports on United Nations system financial, human resources and procurement statistics	3	3	3	3
10. Compilations and analyses of best practices in the areas of human resources, procurement, information technologies and finance and budget	3	3	3	3
C. Substantive deliverables				
Databases and substantive digital materials: United Nations system annual financial and human resources statistics (from approximately 40 reporting entities) available to all Member States and other stakeholders.				
D. Communication deliverables				
Digital platforms and multimedia content: CEB website accessible by all Member States and other stakeholders.				
E. Enabling deliverables				
Administration: summary of deliberations of two regular sessions (each) of CEB, the High-level Committee on Programmes and the High-level Committee on Management; reports for meetings of ICSC on common positions of the United Nations system relating to conditions of service; biannual promulgation of rates for freelance interpreters and translators; accounting guidance and system-wide support papers to United Nations entities; secretariat support for meetings of CEB, the High-level Committee on Programmes and the High-level Committee on Management; secretariat support for the Task Force on Accounting Standards, ad hoc inter-agency taskforce arrangements and United Nations representation at meetings of the Board of the International Public Sector Accounting Standards; maintenance of data management portal for the collection of data for the entire United Nations system on human resources and financial data (annual collection from approximately 40 entities); and annual headcount of United Nations system field staff.				

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

Overview

31.78 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 31.24 to 31.26.

Table 31.24

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

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	3 407.4	3 204.2	89.3	–	297.1	386.4	12.1	3 590.6
Other staff costs	366.7	264.7	–	–	(14.2)	(14.2)	(5.4)	250.5
Consultants	29.5	32.9	–	–	(1.6)	(1.6)	(4.9)	31.3
Travel of staff	194.6	214.2	–	–	(37.9)	(37.9)	(17.7)	176.3
Contractual services	20.0	177.0	–	–	(9.5)	(9.5)	(5.4)	167.5
General operating expenses	52.4	116.5	–	–	(6.2)	(6.2)	(5.3)	110.3
Supplies and materials	–	13.6	–	–	(0.6)	(0.6)	(4.4)	13.0
Furniture and equipment	18.8	24.4	–	–	(1.5)	(1.5)	(6.1)	22.9
Total	4 089.4	4 047.5	89.3	–	225.6	314.9	7.8	4 362.4

Table 31.25

Overall: proposed posts and post changes for 2024 (jointly financed)

(Number of posts)

	Number	Details
Approved for 2023	15	1 D-2, 2 D-1, 3 P-5, 2 P-4, 2 P-3, 5 GS (OL)
Proposed for 2024	15	1 D-2, 2 D-1, 3 P-5, 2 P-4, 2 P-3, 5 GS (OL)

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

Table 31.26

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

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
D-1	2	—	—	—	—	2
P-5	3	—	—	—	—	3
P-4	2	—	—	—	—	2
P-3	2	—	—	—	—	2
Subtotal	10	—	—	—	—	10
General Service and related						
GS (OL)	5	—	—	—	—	5
Subtotal	5	—	—	—	—	5
Total	15	—	—	—	—	15

31.79 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 31.28 to 31.29 and figure 31.VII.

31.80 As reflected in table 31.24, the overall resources proposed for 2024 amount to \$4,362,400, reflecting a net increase of \$314,900 (or 7.8 per cent) compared with the amount approved for 2023. Resource changes result from technical adjustments and other changes. As the activities of the CEB secretariat are jointly funded by agencies, funds and programmes of the United Nations common system, the budget estimates have been established after consultation with the Finance and Budget Network of the CEB High-level Committee on Management. The budget level agreed by the Network was based on the principle that budgets were expected to reflect the new ways of working and the commitment of the of the United Nations system to the Greening the Blue initiative and to the Sustainable Development Goals, resulting in a tangible impact on proposed travel and other relevant costs compared with pre-pandemic baselines. The fact that the vast majority of the United Nations system entities are subject to declining budgets, and that their budget methodology does not accommodate further increases due to recosting, was also taken into account by the Network. The level of resources agreed by the Network therefore already takes into account increases due to anticipated inflation, as determined by the Network. These proposed resources will therefore not be subject to further recosting. The overall resources presented by CEB for 2024 amounted to \$4,236,800 before recosting. The Finance and Budget Network recommended an overall resources level of \$4,362,400 after recosting.

31.81 As reflected in table 31.28, resource changes result from technical adjustments and other changes, as follows:

Technical adjustments: The increase of \$89,300 reflects the higher provision for one post of Coordination 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 for the costing of new posts;

Other changes: The net increase of \$225,600 results from adjustments made to reflect the agreement by the Finance and Budget Network on the overall resources for 2024 for the CEB secretariat. Adjustments reflect decreases under other staff costs (\$14,200), consultants (\$1,600), travel of staff (\$37,900), contractual services (\$9,500), general operating expenses

(\$6,200), supplies and materials (\$600) and furniture and equipment (\$1,500), offset in part by an increase under posts (\$297,100) due to anticipated inflation, as explained above. As the level of resources recommended by the Finance and Budget Network takes into account increases due to anticipated inflation, as determined by the Network, these resources will not be subject to further recosting.

- 31.82 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, CEB is integrating environmental management practices into its operations. In 2024, in line with the Strategy for Sustainability Management in the United Nations System, 2020–2030, CEB will continue to ensure all meetings it supports are single-use-plastic-free and paper-free to reduce waste and cut carbon emissions, as well as continue to promote an eco-friendly culture.
- 31.83 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 31.27. The CEB secretariat will continue to track compliance, including through the use of the travel compliance dashboard. The CEB secretariat has made efforts to raise awareness of the staff and managers of the requirement and has encouraged advance planning and the nomination of travelling staff to meetings and conferences, whenever possible.

Table 31.27
Compliance rate
(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100.0	100.0	100.0	100.0	100.0
Air tickets purchased at least 2 weeks before the commencement of travel	77.8	100.0	92.6	100.0	100.0

Table 31.28
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 407.4	3 204.2	89.3	—	297.1	386.4	12.1	3 590.6
Non-post	682.0	843.3	—	—	(71.5)	(71.5)	(8.5)	771.8
Total	4 089.4	4 047.5	89.3	—	225.6	314.9	7.8	4 362.4
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		5	—	—	—	—	—	5
Total		15	—	—	—	—	—	15

Figure 31.VII
Distribution of proposed resources for 2024 (jointly financed)

(Number of posts/thousands of United States dollars)

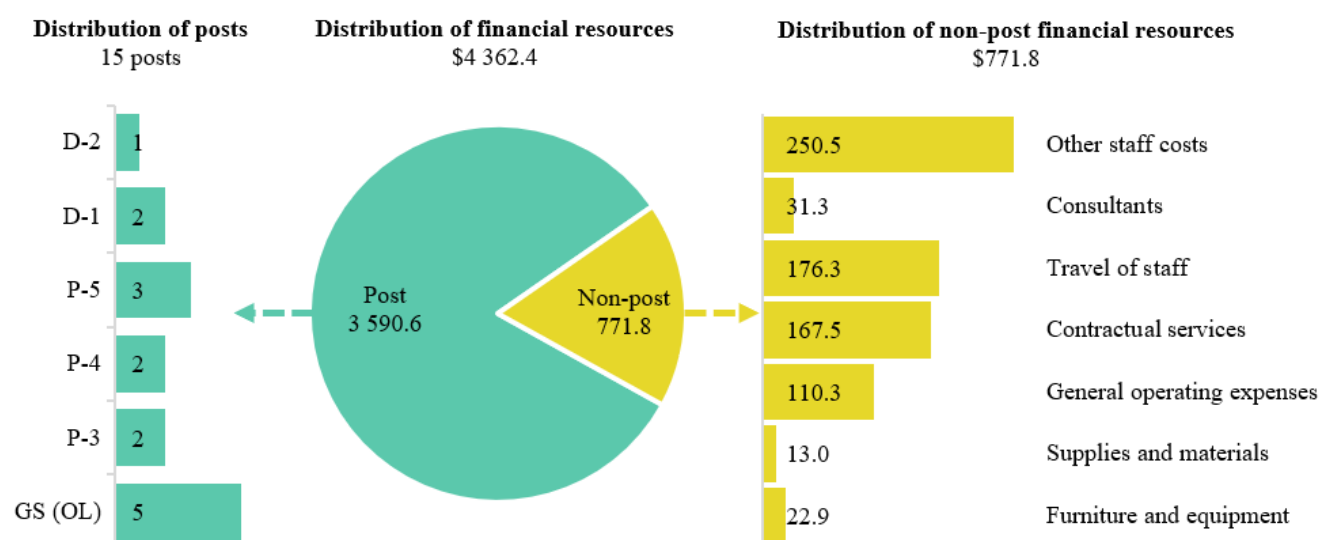


Table 31.29
Overall: evolution of financial resources (United Nations share)

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes				Total	Percentage	2024 estimate
			Technical adjustments	New/expanded mandates	Other				
Non-post									
Grants and contributions	1 232.2	1 242.7	15.0	–	69.3	84.3	6.8	1 327.0	
Total	1 232.2	1 242.7	15.0	–	69.3	84.3	6.8	1 327.0	

31.84 The proposed regular budget resources for 2024 amount to \$1,327,000 and reflect an increase of \$84,300 (or 6.8 per cent) compared with the appropriation for 2023.

31.85 As reflected in table 31.29, resource changes result from technical adjustments and other changes, as follows:

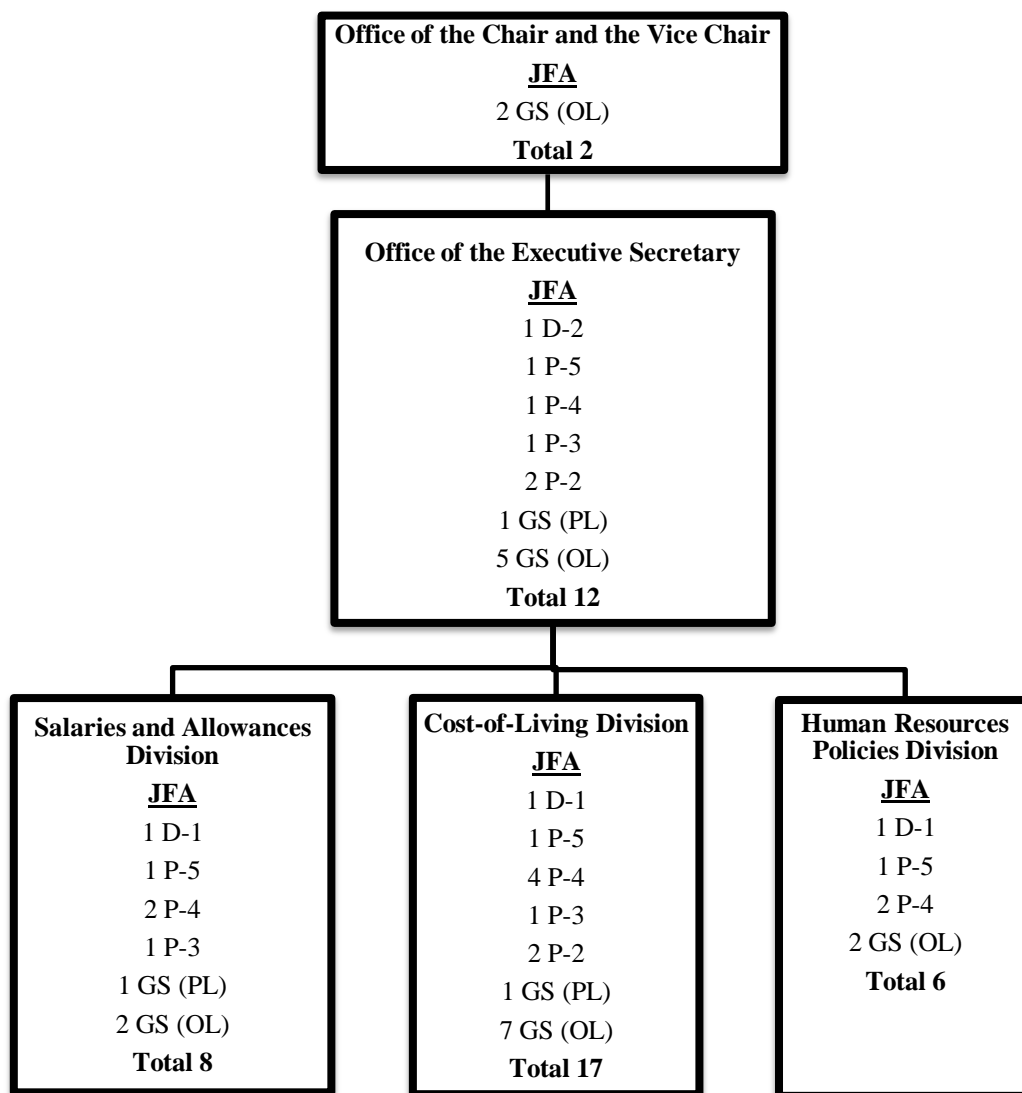
Technical adjustments: An increase of \$15,000 reflecting: (a) the United Nations Secretariat share, amounting to \$27,400, of the technical adjustments under jointly funded resources (\$89,300); offset in part by (b) a decrease of \$12,400 based on the United Nations Secretariat share of the budget of the CEB secretariat of 30.4 per cent for 2024, as compared with 30.7 per cent for 2023, as determined by CEB in accordance with the established methodology;

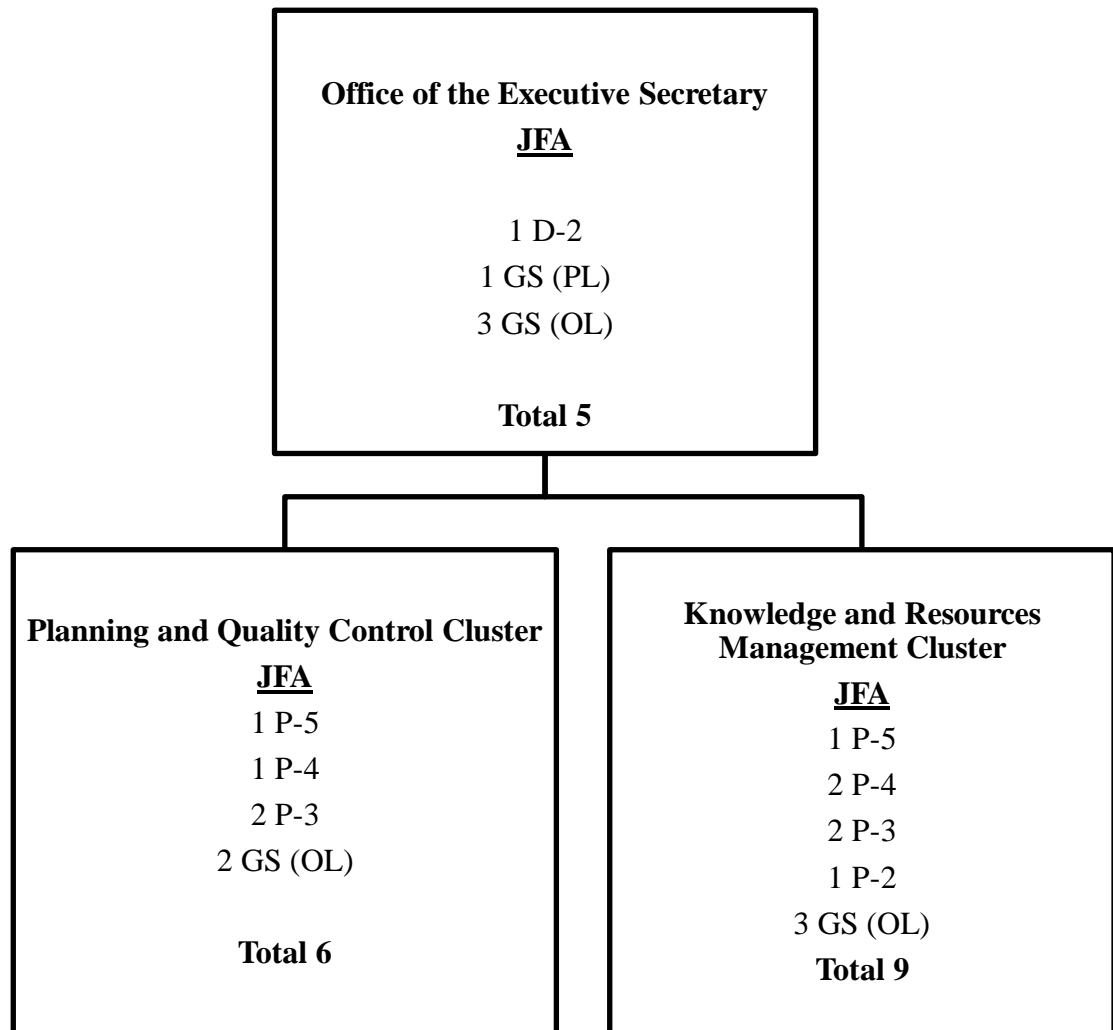
Other changes: An increase of \$69,300, reflecting the United Nations Secretariat share for 2024 of the proposed increase in jointly funded resources of \$225,600 resulting from the agreement by the Finance and Budget Network on the resource level for the CEB secretariat in 2024 (see para. 31.78 above).

Annex I

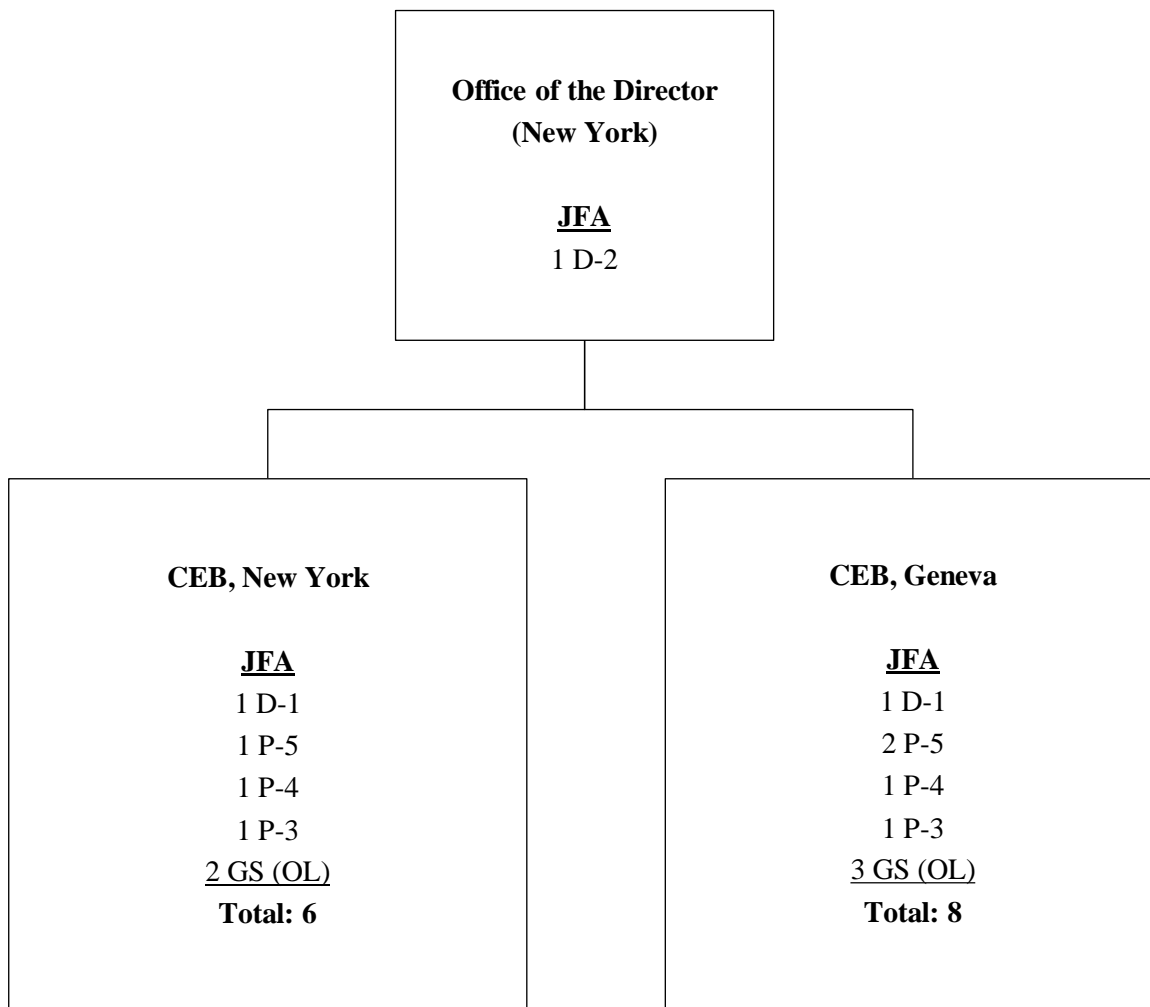
Organizational structure and post distribution for 2024

A. International Civil Service Commission



B. Joint Inspection Unit

C. United Nations System Chief Executives Board for Coordination



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

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 the discrepancy in the actual expenditure with the budgeted provisions for 2021 will be addressed for future budget periods by applying the same shares assumed for the Secretariat in the payments of the jointly financed activities (para. X.8).

The CEB secretariat will apply the same shares used in apportioning the jointly financed budgets to the apportionment of the billing of actual expenditures, in order to eliminate variances arising from changes in the share of the cost for the jointly financed activities.

Annex III

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

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

Annex IV

Overview of financial and post resources

The jointly financed budgets of the International Civil Service Commission and the Joint Inspection Unit, as presented in the present fascicle, are for General Assembly consideration and approval, including the United Nations share. The jointly financed budget of United Nations System Chief Executives Board for Coordination is presented for information purposes, while its United Nations share is presented for approval.

Table 1
Evolution of financial resources

(Thousands of United States dollars)

	2022 expenditure	2023 approved	Changes					2024 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Full budget (jointly financed activities): financial resources								
International Civil Service Commission	11 384.1	12 244.5	–	–	(1 115.4)	(1 115.4)	(9.1)	11 129.1
Joint Inspection Unit	7 805.4	8 378.7	–	–	244.8	244.8	2.9	8 623.5
United Nations System Chief Executives Board for Coordination	4 089.4	4 047.5	89.3	–	225.6	314.9	7.8	4 362.4
Total	23 278.8	24 670.7	89.3	–	(645.0)	(555.7)	(2.3)	24 115.0
Full budget (jointly financed activities): main category of expenditure								
Post	19 382.5	19 438.8	89.3	–	1 007.9	1 097.2	5.6	20 536.0
Non-post	3 896.3	5 231.9	–	–	(1 652.9)	(1 652.9)	(31.6)	3 579.0
Total	23 278.8	24 670.7	89.3	–	(645.0)	(555.7)	(2.3)	24 115.0
Regular budget (United Nations share): financial resources								
International Civil Service Commission	4 329.7	4 591.7	88.0	–	(418.3)	(330.3)	(7.2)	4 261.4
Joint Inspection Unit	2 395.6	2 379.9	(79.1)	–	69.5	(9.6)	(0.4)	2 370.3
United Nations System Chief Executives Board for Coordination	1 232.2	1 242.7	15.0	–	69.3	84.3	6.8	1 327.0
Total	7 957.5	8 214.3	23.9	–	(279.5)	(255.6)	(3.1)	7 958.7

Table 2
Overview of post resources

(Number of posts)

	Full budget (jointly financed activities)		
	2023 approved	2024 estimate	Variance
Full budget (jointly financed activities)			
International Civil Service Commission	45	45	–
Joint Inspection Unit	31	31	–
United Nations System Chief Executives Board for Coordination	15	15	–
Total	91	91	–