



# General Assembly

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Items 137 and 138 of the preliminary list\*\*

## Proposed programme budget for 2020

### Programme planning

## Proposed programme budget for 2020

### Part VIII

### Common support services

### Section 29

### Management and support services

### Subsection 29A

### Department of Management Strategy, Policy and Compliance

### Programme 25

### Management and support services

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\* Reissued for technical reasons on 29 May 2019.

\*\* [A/74/50](#).

\*\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

\*\*\*\* As outlined in paragraph 29A.3, the present report reflects a change in the programmatic structure for 2020. For this reason, a separate annex is included with programme performance information for 2018 that follows the programmatic structure in 2018.

† In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



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## Foreword

Innovation. Inclusivity. Integration. These three key words come to my mind when I reflect on the role of the new Department of Management Strategy, Policy and Compliance in supporting reform and the achievement of results across all pillars of the United Nations.

Serving the entire Organization, the Department is shaping a streamlined, nimbler, results-oriented Secretariat that is accountable, manages risks and continuously learns. We moved quickly to introduce systems to ensure that enhanced delegation of authority is better aligned with the responsibility to deliver on mandates. This has required simplified policy frameworks, systematic monitoring, data-driven analytics and transparent reporting

To effectively respond to complex multifaceted challenges, we must harness the intellectual capital, the convening power and the integrated approaches of the Secretariat and the United Nations system. I see 2020 as a year for accelerating business innovation and driving transformative action for the benefit of those whom we serve.

This is not business as usual. In implementing a new management model, the Department will drive change through people- and field-focused management strategies and policies and through leveraging technology to better inform decision-making and delivery. It will continue to lead and support priority Organization- and system-wide initiatives on key issues including sexual harassment, gender parity, geographic and regional diversity, accessibility, and environmental sustainability in the workplace.

The work of the Department extends beyond the Secretariat to build strong relationships with our partners, including through the Department's critical interface with intergovernmental bodies and inter-agency mechanisms, and in advancing staff-management collaboration. In my role as the Chair of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination, I see the value of piloting and sharing innovative approaches and best practices across the United Nation system. The statement of mutual recognition of business practices is a concrete example of the system coming together to provide coherent support to Member States in implementing the Sustainable Development Goals. Our strength is our people, in particular our young people. Forward-looking human resource management strategies are catalysts for building a diverse international civil service in an inclusive workplace, which upholds the ethical standards and values of the Charter of the United Nations. Our mission is to mainstream a new management paradigm and promote an organizational culture change.

*(Signed)* Jan **Beagle**  
Under-Secretary-General  
Management Strategy, Policy and Compliance

## Overall orientation

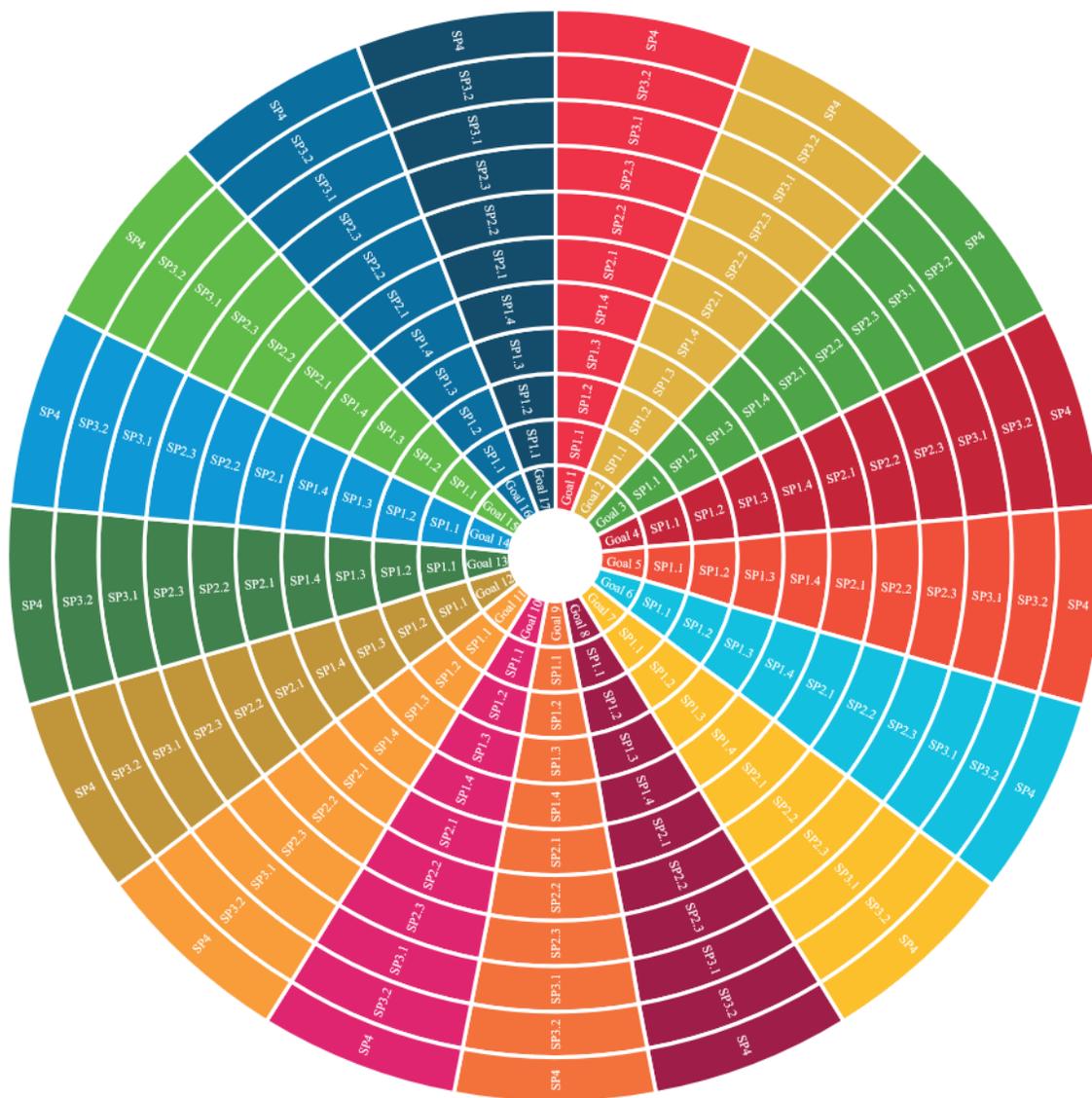
### Mandates and background

- 29A.1 Driving the management paradigm shift, including supporting the new peace and security architecture and the development system reforms, the Department of Management Strategy, Policy and Compliance is responsible for policy leadership in all management areas through the provision of a clear, integrated global management strategy and policy framework and through strengthened monitoring, evaluation and accountability mechanisms that oversee the exercise of delegated authorities in an environment of decentralized management. It will contribute to enabling a culture of continuous learning and accountability and promote innovation, inclusion and environmental sustainability in business models throughout the Secretariat with a focus on the field. The Department of Management Strategy, Policy and Compliance is also responsible, jointly with the Department of Operational Support, for managing the activities of the Office of Information and Communications Technology. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [72/266 A](#), [72/266 B](#), [72/254](#) and [73/281](#). The Department of Management Strategy, Policy and Compliance plays an integral role in realizing the Secretary-General's new management paradigm, with an emphasis on transparency, accountability and decision-making that is closer to points of delivery.

### Alignment with the Charter of the United Nations and the Sustainable Development Goals

- 29A.2 The mandates of the of Department of Management Strategy, Policy and Compliance guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme's objective. The objectives of the subprogrammes are aligned with the Organization's purpose to be a centre for harmonizing the actions of nations in the attainment of these common ends, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 29A.I below summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 29A.1  
**Department of Management Strategy, Policy and Compliance: alignment of subprogrammes with Sustainable Development Goals**



### Recent developments

29A.3 By its resolution [72/266 B](#), on July 2018, the General Assembly approved the creation of the Department of Management Strategy, Policy and Compliance. Its establishment was an important step in the realization of a new management paradigm that fosters a more agile, effective, transparent, accountable, decentralized and people-focused United Nations. It was prompted by the need for renewed vitality and innovation and to enable management, staff and partners to better deliver on organizational mandates. Going forward, the Department will take advantage of lessons learned from the first year of the implementation of the management reform, best practices and innovative methods to ensure that the management models, strategies and policies continue to adapt to meet evolving requirements throughout the Secretariat to support decentralized management that promotes decision-making closer to points of delivery.

## Strategy and external factors for 2020

- 29A.4 The Department will continue to advance the new management paradigm through an integrated approach, with three interlinked pillars: programme planning, finance and budget; human resources; and business transformation and accountability. It will:
- (a) Promote results through field- and people-focused global management strategies, policies and compliance systems that enable the Organization to deliver on its mandates;
  - (b) Leverage and build capacity for data-driven business intelligence and evidence-based management to better inform decision-making; enable effective and timely monitoring, robust compliance and accountability measures; and foster continuous improvement;
  - (c) Promote transformation and drive innovation in business models throughout the Secretariat;
  - (d) Invest in the Organization's human resources and foster a culture of continuous learning and accountability;
  - (e) Create a collaborative and inclusive environment through integrated solutions and strategic partnerships throughout the United Nations system.
- 29A.5 The Office of the Under-Secretary-General will provide leadership in the development and delivery of integrated organizational management strategies, policies and models supporting a decentralized, field-focused paradigm in which managers are empowered through the new enhanced delegation of authority framework. It will liaise with Member States and other external entities on management-related issues and foster coordination internally within the Secretariat, as well as externally with the funds, programmes and agencies of the United Nations system, to build partnerships and promote best practices.
- 29A.6 The secretariat of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination will provide proactive assistance to the Chairs and Bureaux of both Committees in strengthening and facilitating their work and will also provide historical information on their proceedings to the bodies concerned. It will proactively assist Member States representatives on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely submission of reports of the Committees in order to allow simultaneous publication in all official languages.
- 29A.7 The Headquarters Committee on Contracts and the Headquarters Property Survey Board secretariat will provide a quality and timely review of procurement and asset disposal and write-off cases. It will focus on supporting officials entrusted with delegated decision-making authority on procurement and strengthening its relationship with its clients. It will prioritize its capacity development activities tailored for offices and duty stations away from Headquarters. The secretariat will also conduct field assistance missions to conduct reviews and provide more support and guidance to the local committees on policy, procedural and technical matters.
- 29A.8 The Management Evaluation Unit will provide recommendations to the Under-Secretary-General on administrative decisions contested by staff members to allow the correction of improper decisions, thereby avoiding unnecessary litigation with the United Nations Dispute Tribunal. In 2020, the Unit will prioritize outreach initiatives to communicate systemic issues arising from cases in the formal system to managers and administrators in order to reduce the demand for such management evaluation. In addition, the Unit will redouble its efforts with the Office of the Ombudsman to explore ways to take greater advantage of the informal system and promote a culture of informal resolution of administrative disputes.
- 29A.9 Following the deployment of the full scope of Umoja, notably the strategic planning, budgeting and performance management solution, managers will be empowered to plan their programmes top-down and bottom-up, proactively track deliverables and better communicate the results of programmes to diverse stakeholders. Leveraging the breadth of functionality deployed in 2018 and 2019, the

Department will be able to drive new business models and innovate practices that enable better programme delivery.

- 29A.10 The Office of Programme Planning, Finance and Budget will continue to ensure a culture of responsible, transparent and accountable fiscal management, in which resources are planned, utilized and reported in an effective and efficient manner. It will focus on ensuring that financial and budgetary strategies, policies and procedures are fit for purpose in support of a decentralized, field-focused paradigm in which managers have been empowered to work with greater autonomy in decision-making. Working closely with the Office of Human Resources, priority will be given to adapting strategies and policies to support new and innovative business models and enable managers to be more effective and agile in the delivery of their programmes. The first implementation of the statement of internal controls will provide a holistic assurance of the modified regulatory framework in its ability to support decentralized business models.
- 29A.11 The Office of Human Resources will focus on the strategic realignment of human resources policies with evolving organizational requirements, with a focus on the field and a simplified and streamlined policy framework. The Office will leverage new technologies and pursue approaches to transform the organizational culture, strengthen duty of care, promote inclusion, accessibility and diversity, and drive the creation of supportive and healthy workplaces in which all staff are treated fairly, consistently and equitably. The Office will mainstream the gender perspective, equitable geographical representation and accessibility into all facets of the work of the Organization through integrated strategies and policies. It will respond proactively to issues arising in the formal and informal system of justice to ensure the efficient, effective and fair implementation of the Organization's policies, core values and norms, as directed by the General Assembly. It will build on the integration of the conduct and discipline function for the entire Secretariat and for all categories of personnel to increase consistency, transparency and accountability in the application of the standards of conduct.
- 29A.12 The Business Transformation and Accountability Division will strengthen accountability systems to drive a results-based culture and the proactive management of risk and provide guidance to programme managers to ensure proper and accountable exercise of their enhanced delegations. The Division will focus on building and supporting partnerships with clients throughout the Secretariat to develop innovative business models. It will identify opportunities to continuously improve field-friendly innovative solutions. Through its advanced analytical functions, the Division will enable evidence-based, data-driven decision-making and strengthen accountability for results. It will also review the findings and recommendations from the oversight bodies and will support managers in self-evaluation activities from which they and the Organization can learn and improve planning and decision-making.
- 29A.13 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) All stakeholders will extend their full cooperation and support to the Department in implementing its mandates;
  - (b) For subprogramme 1, component 2, Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work, including requests for participation by the secretariat of the Committees in informal meetings and requests for documentation, will be received in a timely and coordinated manner; and there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee during formal meetings, as well as during informal and informal consultations.
- 29A.14 The Department will play a leadership role in driving the Secretary-General's system-wide strategies on gender parity and in addressing sexual harassment in the workplace. It will also work towards the equitable geographical representation of Member States in the Secretariat and the establishment of benchmarks towards augmenting regional diversity and will prioritize the integration of

environmental sustainability and resilience management into the strategies, policies and compliance and reporting frameworks of the Organization. Through its policy leadership in these interconnected fields, the Department will foster a culture change at all levels of the Secretariat and the alignment of United Nations operations with the Sustainable Development Goals.

- 29A.15 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, for subprogramme 3, deliverables include support for the development of a diverse and gender-balanced workforce, using targeted outreach initiatives to attract staff with the required profiles, and the sharing of best practices and lessons learned on conduct issues related to gender with other international organizations. It will provide advice to senior managers on conduct and discipline matters and administrative appeals and on critical incidents. With regard to substantive digital materials, the gender perspective is also incorporated, in particular with regard to victim assistance. For subprogramme 4, the integrated business transformation approach will ensure that gender-related aspects are considered and more easily analysed and monitored.
- 29A.16 The Department will support and work closely with all entities of the Secretariat and build partnerships, internally within the Secretariat and externally with the United Nations system, to find inclusive responses to challenges and develop innovative business models that cater to the evolving and specific requirements of each entity, with an emphasis on the field.
- 29A.17 The Department will represent the Secretary-General in expert bodies, including in the Advisory Committee on Administrative and Budgetary Questions and the International Civil Service Commission (ICSC) and its subsidiary bodies. The Department will also represent the Secretary-General in inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) and its networks.
- 29A.18 Having laid the foundation for greater decentralization during 2019, the main challenge will be to accelerate the culture shift required to implement a new management paradigm of increased delegation of authority, transparency and accountability and a culture of continuous learning.

### **Evaluation activities**

- 29A.19 The following self-evaluations are planned for 2020 as an important part of providing guidance and lessons learned to recalibrate the work of the Department:
- (a) Self-evaluation of delegation of authorities;
  - (b) Self-evaluation of policy simplification.

## A. Proposed programme plan for 2020 and programme performance for 2018



### Programme of work

#### Subprogramme 1

**Enterprise resource planning project, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice**

#### Component 1

**Enterprise resource planning project**

##### 1. Objective

29A.20 The objective, to which this component contributes, is to improve the management of the Organization's resources.

##### 2. Alignment with the Sustainable Development Goals

29A.21 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

##### 3. Highlighted planned result for 2020

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### Supporting managers in leveraging the new capabilities offered by Umoja Extension 2

Since its inception and through 2018, Umoja has continued to be a catalyst for business transformation, enabling the efficient and transparent management of the Organization's financial, human and physical resources. It has delivered substantial administrative improvements, replaced hundreds of legacy systems, streamlined and integrated numerous fragmented and non-standard processes, automated resource-intensive manual processes, enabled self-service for staff and managers and improved the visibility of global data. Umoja has triggered significant change with the potential for qualitative benefits by introducing end-to-end process management in a very diverse range of functions, including financial and management accounting, budget management for all sources of funding, cash and treasury management, procurement and supply chain management, logistics, facilities management, property management including real estate management, equipment maintenance, service delivery, workforce management, time management, benefits management, payroll, taxes, organizational management and travel management.

The Umoja solution is currently supporting a complex organization in more than 420 global locations, with an installed base of more than 46,500 users. Umoja is also now integrated with several other enterprise systems to provide more holistic access to information and more streamlined processes.

The deployment of Umoja Extension 2 in 2018 and 2019 will offer many new capabilities across a broad range of processes. Umoja strategic planning, budget formulation and performance management will strengthen the link between programme delivery and the utilization of resources. Resource mobilization will address a key enterprise risk, while the management of implementing partners will strengthen controls around a reputational risk that the Board of Auditors highlights repeatedly. Supply chain management will strengthen demand and supply planning

for goods and bring greater efficiency and reliability for operational impact. Conference and event management, including meeting participant management, will streamline some of the core activities of the Organization.

The implementation of the Umoja fundraising and donor relationship management solution will provide the Secretariat with a holistic view of its global resource mobilization efforts, as this solution takes root across the Organization, and provide greater visibility to the revenue pipeline. Similarly, the implementing partner management solution will provide a global view of the use and performance of all implementing partners as the Secretariat capitalizes on this implementation modality to accelerate or strengthen its programme delivery.

As the transportation management solution gains business adoption, field missions will have greater visibility into the movement of their goods and improve their operational preparedness. Demand planning and supply network planning capabilities will also begin to take root, with a gradual expansion to more materials and more supply networks.

#### *Challenge and response*

The challenge is, and will continue to be, change management and user adoption, given that harmonized process management has required the Organization to adopt horizontal and cross-functional administrative approaches. Change management and user adoption acquire greater prominence now as the Umoja Extension 2 projects expand Umoja capabilities across a broad range of processes, diversifying the internal and external user bases, resulting not only in a more technically and functionally complex solution, but also in a broader spectrum of stakeholders.

In response, for 2020, following the deployment of several new functionalities as part of Umoja Extension 2, Umoja will focus on supporting users in exploiting the new solutions to their full potential and leveraging the system's new capabilities, which will enable Secretariat entities to adapt their business models. Umoja will offer greater potential for more informed and timely executive decision-making, including establishing granular targets with a risk-based approach to monitor programme delivery.

Umoja will support managers in capturing better strategic performance metrics and dashboards for monitoring programme delivery, enhanced with a visualization of the contribution to results, of United Nations-mandated activities. In particular, Umoja will provide new tools for improving organizational performance management and performance reporting, including for compliance with the International Aid Transparency Initiative.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is the systematic use throughout the Organization of the strategic planning, budgeting and performance management tools that will enable programme managers to track deliverables across strategic plans for 2020 and allow managers to record progress proactively, including evidence to support results, as appropriate. The fundraising management solution will create and hold the complete portfolio of donors and their contributions. The implementing partner management solution will provide the case files for the life cycle of interactions with each implementing partner. Transportation management will provide more efficient logistical support for field operations, while meeting participant management would streamline the interaction with thousands of participants

Evidence of the result, if achieved, will include the increasing real-time and more interactive visualization of the results of the Organization's work, which are publicly accessible as part of the accountability and transparency underpinning the Secretary-General's reform initiatives.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Stabilizing the functions covered by the processes within the scope of Umoja Foundation and Extension 1, and designing and developing the building blocks for the Umoja Extension 2 functionalities	Deploying and stabilizing the Umoja Extension 2 functionalities and adapting Umoja, as a reform enabler, to the evolving needs of the reform pillars	Increasing real-time and more interactive visualization of the results of the Organization’s work, which are publicly accessible as part of the accountability and transparency underpinning the Secretary-General’s reform initiatives

29A.22 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**4. Deliverables for the period 2018–2020**

29A.23 Table 29A.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 29A.1

**Subprogramme 1, component 1: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)			1	1
Substantive services for meetings (number of three-hour meetings)			6	6
<b>Non-quantified deliverables</b>				
<b>D. Communication deliverables</b>				
Digital platforms and multimedia content				
<b>E. Enabling deliverables</b>				
Information and communications technology				
Software and applications				
Service desk				



## **Component 2**

### **Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination**

#### **1. Objective**

29A.24 The objective, to which this component contributes, is to facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination.

#### **2. Alignment with the Sustainable Development Goals**

29A.25 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

#### **3. Highlighted planned result for 2020**

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##### **Increase awareness of sources of information available for delegates**

In 2018, the Fifth Committee Place on e-deleGATE was launched, providing an improved and user-friendly electronic platform, through which the Committee secretariat communicates with members of the Committee. The new platform addressed the challenge previously encountered with the e-Room platform in which there was, among other things, limited functionality related to searching historical records.

##### *Challenge and response*

Initial survey feedback in the first half of 2018 highlighted some challenges, in particular the need to continue to inform delegations of the functionalities of the Fifth Committee Place.

For 2020, the secretariat will strive to increase awareness of the functionalities of the Fifth Committee Place, including the search function, to enable delegates to reap the maximum benefits of using the platform. The secretariat will continue to work closely with members of the Committee to reach that end through concise guidance notes and, as necessary, responding to targeted queries.

##### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is improved communication on organizational and procedural aspects of meetings, as well enhanced substantive, technical and secretariat support to Member States.

Evidence of the result, if achieved, will include positive feedback on the functionalities of the Fifth Committee Place platform and on the services of the secretariat of the Committee, as reflected in the maintenance and/or improved positive survey results.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
	Maintained and/or improved positive survey results	Maintained and/or improved positive survey results
Positive survey results		
<ul style="list-style-type: none"> <li>• Fifth Committee: 98.3 per cent</li> <li>• Committee for Programme and Coordination: 97.5 per cent</li> </ul>		

29A.26 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

#### 4. Deliverables for the period 2018–2020

29A.27 Table 29A.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 29A.2

**Subprogramme 1, component 2: deliverables for the period 2018–2020, by category and subcategory**

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)			167	167
Conference and secretariat services for meetings (number of three-hour meetings)			200	200
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>D. Communication deliverables:</b>				
Digital platforms and multimedia content				



### **Component 3**

## **Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board**

### **1. Objective**

29A.28 The objective, to which this component contributes, is to ensure that the United Nations Secretariat, in its acquisition of goods and services, upholds the United Nations procurement principles of fairness, integrity and transparency, effective international competition, best value for money and interest of the Organization; and to ensure proper decisions and recording of disposal, loss, damage or other discrepancy involving United Nations property.

### **2. Alignment with the Sustainable Development Goals**

29A.29 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

### **3. Highlighted planned result for 2020**

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#### **New end-to-end case management system for strategic policy recommendations in the area of procurement**

In 2018, the Headquarters Committee on Contracts and the Headquarters Property Survey Board secretariat continued to use a legacy electronic case management system for procurement cases.

#### *Challenge and response*

The challenge is that the current system does not allow for case management by the Headquarters Property Survey Board of property disposal and write-off recommendations, which are handled exclusively through an offline review. In addition, the system has limited reporting functionality. With the implementation of the Secretary-General's management reforms and the introduction of enhanced delegation of authority in the areas of procurement and property management, it is increasingly important to ensure strengthened transparency and reporting on the exercise of the delegated authority in these areas and to match the enhanced delegations with enhanced data collection, including capturing the end-to-end acquisition and disposal of property both at Headquarters and at other locations, and data management for the purpose of accountability.

In response, for 2020, the secretariat will introduce a new end-to-end case management system that will be fully compatible with the Organization's long-term information technology strategy and that will cover cases from acquisition to disposal with enhanced reporting capabilities. This will contribute to the integration of improved data into the analysis that the secretariat conducts of all major acquisition and disposal action throughout the global Secretariat, including the identification of trends and opportunities for improvement. In turn, the ability of the secretariat to tailor its recommendations for strategic policy reforms in the area of procurement and asset management/disposal will be enhanced.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is strengthened transparency and accountability over the acquisition and disposal of the Organization's assets and the improved application of the core principles of procurement enshrined in the Financial Regulations and Rules of the United Nations.

Evidence of the result, if achieved, will include up-to-date reporting in quantitative or qualitative terms that would serve as proof of the effectiveness of the enhanced system of delegation of authority in the areas of procurement and property management.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
Absence of structured process for strategic policy changes based on Headquarters Committee on Contracts recommendations among Secretariat entities, including the field	Establishment of more robust, structured process for evidence-based strategic policy changes, based on Headquarters Committee on Contracts recommendations among Secretariat entities, including the field	Formulation of tailored strategic policy recommendations in the area of procurement, supported by evidence gathered from the new end-to-end case management system

29A.30 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**4. Deliverables for 2020**

29A.31 Table 29A.3 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 29A.3

**Subprogramme 1, component 3: deliverables for 2020, by category and subcategory**

**Non-quantified deliverables**

**E. Enabling deliverables**

- Internal justice and oversight
  - Assurance and verification services
- Administration
  - General management



## **Component 4**

### **Management evaluation component for the administration of justice**

#### **1. Objective**

29A.32 The objective, to which this component contributes, is to ensure the correct application of staff regulations and rules in decision-making, achieve early resolution of staff-related disputes and prevent unnecessary staff-related litigation.

#### **2. Alignment with the Sustainable Development Goals**

29A.33 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

#### **3. Highlighted planned result for 2020**

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#### **Dissemination of lessons learned from management evaluation to remote field offices**

In 2018, the Management Evaluation Unit continued to receive and respond to a high volume of requests for management evaluation.

##### *Challenge and response*

Given this context, the challenge is for the Unit to produce a guide for managers on lessons learned, although work towards this goal did continue. This limited the dissemination of lessons learned from management evaluation and, consequently, the awareness of managers and administrators of the internal system of justice. Addressing the high volume of requests also limited the capacity of the Unit to conduct outreach.

In response, the Unit will formalize guidance for managers in 2019 and complement the guide on lessons learned by extending outreach briefings to managers and administrators at Headquarters and regional offices. For 2020, the Unit plans to conduct outreach in the field, taking advantage of videoconferencing and other collaboration and online meeting technologies. These briefings would target offices in remote field locations.

##### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is improved decision-making and accountability and greater awareness of the internal system of justice.

Evidence of the result, if achieved, will include positive feedback from staff that benefited from outreach.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
Feedback expressing limited understanding of management evaluation issues in the internal system of justice	Positive feedback on the understanding of management evaluation issues in the internal system of justice among Headquarters and regional offices	Positive feedback on the understanding of issues in the internal system of justice disseminated to remote field offices

29A.34 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**4. Deliverables for 2020**

29A.35 Table 29A.4 lists all deliverables, by category and subcategory, for 2020 that are expected to contribute to the attainment of the objective stated above.

Table 29A.4

**Subprogramme 1, component 4: deliverables for 2020, by category and subcategory**

**Non-quantified deliverables**

**E. Enabling deliverables**

Internal justice and oversight

Administration of justice



## **Subprogramme 2 Programme planning, finance and budget**

### **Component 1 Finance**

#### **1. Objective**

29A.36 The objective, to which this component contributes, is to secure financing of the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to ensure sound, effective and efficient integrated financial management and reporting on United Nations resources.

#### **2. Alignment with the Sustainable Development Goals**

29A.37 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

#### **3. Highlighted planned result for 2020**

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#### **New internal controls framework supporting the enhanced delegation of authority framework**

On 1 January 2019, the Secretary-General introduced a revised framework for the delegation of authority, which allows for the delegation of the majority of decisions regarding resources to heads of entity, enabling quicker decision-making and action. The full implementation of the new framework and the simplification and the streamlining of the financial regulatory framework lay the foundations for innovative and decentralized business models to enable swift decisions to be made close to where the operational impact is the greatest.

#### *Challenge and response*

In this context, the challenge is to ensure that heads of entity are well equipped to be able to ensure and monitor adherence to the regulatory framework for maximum efficiency in their programme delivery.

In response, for 2020, the component will finalize the implementation of the internal control framework that will provide reasonable assurance regarding the achievement of objectives related to operations, reporting and compliance. During 2020, the component will guide the heads of entity in the preparation of their assurance statements referring to the self-assessment checklists. Assurance statements received by the Secretariat will be consolidated in the first statement of internal controls that the Secretary-General will issue in the beginning of 2021 for the year 2020.

#### *Result and evidence*

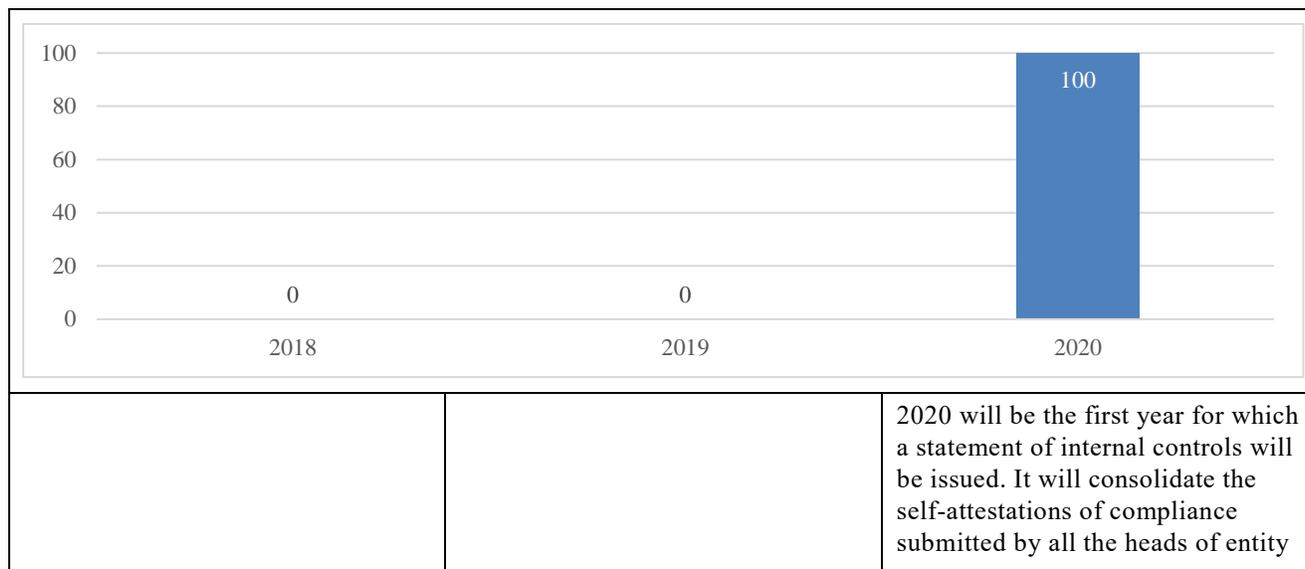
The planned deliverables are expected to contribute to the result, which is a strong internal control framework that will be assessed by each head of entity and be the basis for the Organization's statement of internal controls and contribute to the further enhanced delegation of authority framework.

Evidence of the result, if achieved, will include timely submission by heads of entity of internal control assurance statements.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: percentage of timely and well-documented self-attestation of compliance submitted by heads of entity

(Percentage)



29A.38 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

#### 4. Deliverables for the period 2018–2020

29A.39 Table 29A.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 29A.5

#### Subprogramme 2, component 1: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)			12	12
Substantive services for meetings (number of three-hour meetings)			42	42
Conference and secretariat services for meetings (number of three-hour meetings)			20	20
<b>B. Generation and transfer of knowledge</b>				
Technical materials (number of materials)			777	777
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>E. Enabling deliverables</b>				
Administration				
Financial and budgetary services				



## Component 2 Field operations finance

### 1. Objective

29A.40 The objective, to which this component contributes, is to ensure the effective and efficient deliberations on the results to which the field and other Secretariat entities contribute and on the resources required for the work of these entities in line with their mandates.

### 2. Alignment with the Sustainable Development Goals

29A.41 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

### 3. Highlighted planned result for 2020

#### Independent risk management for global United Nations capital construction projects

In 2018, the previous support services subprogramme provided, for the first time, independent risk management services to four large-scale capital construction and renovation projects at offices away from Headquarters and at regional commissions.

These services included the development of project-specific risk management strategies, which enabled project teams to identify and prioritize project risks, plan and implement risk responses and assess and manage a risk-based contingency budget. A quantitative risk analysis (Monte Carlo model) was performed for each project, which simulated thousands of theoretical versions of the projects and determined the most likely outcomes vis-à-vis cost performance.

The services contributed to early and timely decision-making by the project owners and the teams to mitigate the potential negative impact of the most likely project risks (e.g., owner-directed changes to the project scope). It also provided Member States with a summary of the overall financial health of the projects, including by reporting on the confidence level regarding whether the projects would be completed within budget.

#### *Challenge and response*

The challenge is that some projects fell in 2018 below the target confidence level of 80 per cent set by the Organization for the projects in accordance with industry practice. In addition, the initial models did not fully show the link between time/schedule and budget risks. Lastly, trends in confidence levels over time were not available because of limited data available.

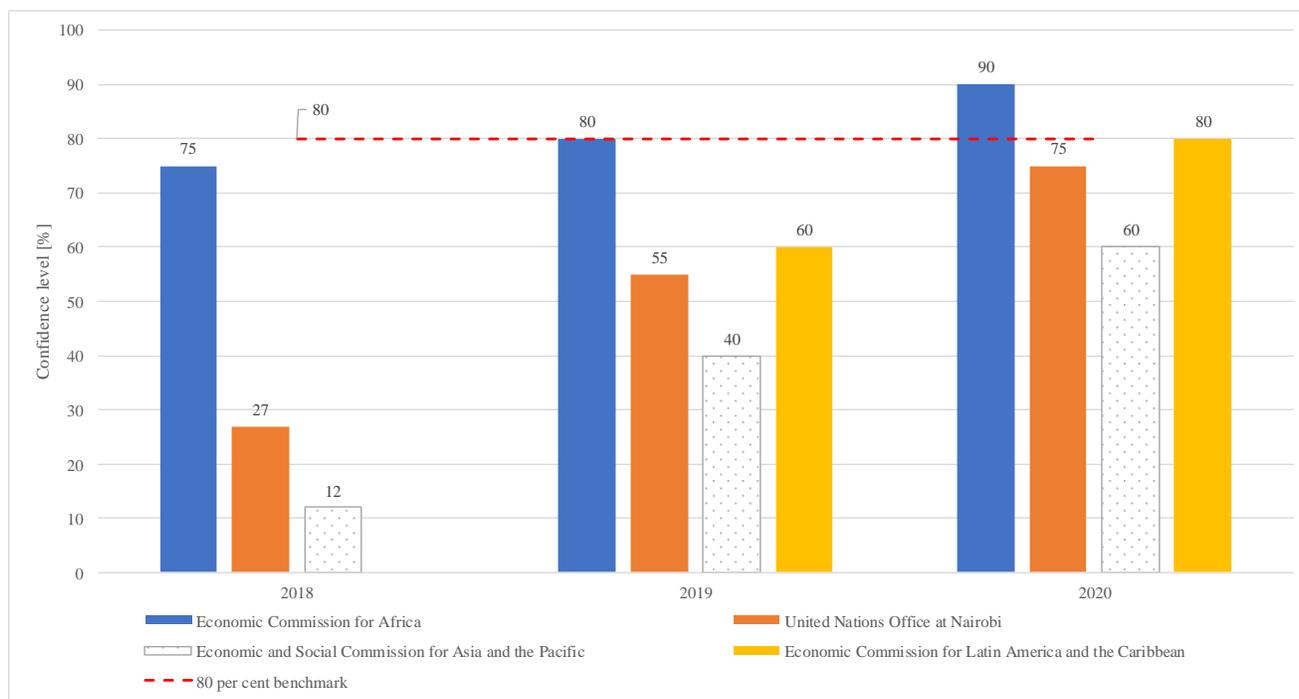
In response, for 2020, the component will improve the overall reporting of the Monte Carlo model outcomes by demonstrating how practical management action in the field led to the mitigation of risks (e.g., if, during a renovation project, there is a high risk of unforeseen conditions behind walls, then the decision to undertake invasive testing (drilling holes in the walls) at strategic locations would lead to a more accurate design and therefore reduce the risk of costly change orders during construction); showing a more clear link between schedule and budget risks; and showing a multi-year trend of confidence levels increasing over time.

#### *Result and evidence*

The planned deliverables are expected to contribute the result, which is increased certainty that the projects will be completed within the approved budget.

Evidence of the result, if achieved, will be that the projects are completed within the approved budget.  
 The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures: budget confidence levels for ongoing global United Nations construction projects*  
 (Percentage)



29A.42 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

#### 4. Deliverables for the period 2018–2020

29A.43 Table 29A.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 29A.6

#### **Subprogramme 2, component 2: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)			42	40
Substantive services for meetings (number of three-hour meetings)			120	120
<b>B. Generation and transfer of knowledge</b>				
Technical materials (number of materials)			5	5

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>E. Enabling deliverables</b>				
Administration				
Financial and budgetary services				

## 5. Most significant relative variances in deliverables

### Variances between the planned figures for 2020 and 2019

- 29A.44 The variance in parliamentary documentation is driven by the lower number of reports to the General Assembly on the proposed budget and budget performance of United Nations peacekeeping operations, owing to the closure of the United Nations Operation in Côte d'Ivoire.



### **Component 3**

#### **Programme planning and budgeting**

##### **1. Objective**

29A.45 The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans and on the resources required for the work of the Secretariat in line with its mandates.

##### **2. Alignment with the Sustainable Development Goals**

29A.46 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

##### **3. Highlighted planned result for 2020**

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#### **Results.un.org: holding the Secretariat accountable for its work and deepening the understanding for its contribution to results**

In 2018, following the budget reform approved in General Assembly resolution [72/266 A](#), a change management initiative was undertaken to provide hands-on support to all entities in the preparation of the first set of programme plan and performance information mandated in the resolution (see annex A to the present report). Efforts were undertaken to optimize the design and delivery of the revised results frameworks so as to present an overview of the Secretariat's contributions to results in all areas of operations, thereby informing the decision-making process of the Assembly.

##### *Challenge and response*

The challenge is that, while a new format revised results framework is proposed with visual elements and charts, such enhancements did not respond to external trends to present information in other accessible and user-friendly ways. Parliamentary documentation is the mandated means of presenting programme planning information to the intergovernmental bodies, but other modes of delivery could help to reinforce an informed understanding of what the Secretariat does and contributes to, as well as to further galvanize a results-oriented culture.

In response, for 2020, the component will launch an additional mode of delivery, namely, results.un.org, through a new programmatic dashboard that will provide a higher visual and interactive view of all Secretariat programmes and their contribution to results, so that the information already obtained through the new programme planning process can be presented in an accessible and user-friendly manner.

##### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is a deepened understanding of the work of the Secretariat and its contributions to results, as well as a more results-oriented culture within the Secretariat, strengthening the accountability of the Secretariat for its work.

Evidence of the result, if achieved, will include a comparison of the number of visits to results.un.org with the number of downloads of the 2018–2019 biennial programme plan, the feedback recorded through the website, the positive feedback through a survey circulated to delegates of Member States and the positive feedback collected through an internal survey addressed to programme managers.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Feedback on parliamentary documentation and budget process	Feedback on parliamentary documentation and budget process	Positive feedback on parliamentary documentation and an online portal, and positive feedback that the budget process and format contribute to a more results-oriented culture

29A.47 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**4. Deliverables for the period 2018–2020**

29A.48 Table 29A.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 29A.7

**Subprogramme 2, component 3: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)			71	71
Substantive services for meetings (number of three-hour meetings)			125	120
<b>B. Generation and transfer of knowledge</b>				
Technical materials (number of materials)			109	109
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>E. Enabling deliverables</b>				
Administration				
Financial and budgetary services				



### **Subprogramme 3 Human resources**

#### **Component 1 Global strategy and policy**

##### **1. Objective**

29A.49 The objective, to which this component contributes, is to ensure the effective and transparent management of human resources and a high-performing, diverse and engaged workforce.

##### **2. Alignment with the Sustainable Development Goals**

29A.50 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

##### **3. Highlighted planned result for 2020**

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#### **Realignment of the human resources policy framework to support the transition to a decentralized, field-focused management paradigm**

In 2018, Member States approved the Secretary-General's proposal for a shift in the management paradigm to enable a more decentralized, transparent and accountable Organization. To implement this shift, this new component serves as the central strategic authority for matters pertaining to the management of human resources. It develops and champions modern, innovative and enabling policies and standards to support the shift to a more decentralized and field-focused Secretariat.

##### *Challenge and response*

The challenge is to accelerate the transformation of the human resources policy framework to drive this shift in management culture, building on the ongoing achievements in policy simplification, including the first-ever comprehensive review and simplification of the Staff Regulations and Rules of the United Nations and the assessment and streamlining of more than 600 administrative issuances.

The response, for 2020, is two-fold: (a) the rapid realignment of the human resources policy framework to adapt policies to the new, decentralized and field-focused management paradigm and to clarify managerial responsibilities and accountabilities under the new delegation of authority framework; and (b) the further strengthening of capacities for continuous policy innovation, simplification and streamlining in order to safeguard the Organization's ability to benefit from a fully updated, relevant, agile and nimble management policy framework. The specific deliverables include streamlined, staff-friendly policies that enable staff throughout the Secretariat to successfully deliver on their mandates.

##### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is the full empowerment of entities to effectively and responsibly exercise their delegated authority for human resources management, in support of innovative, field-friendly business models.

Evidence of the result, if achieved, will include positive feedback from client entities. The field-focused streamlining of policies is expected to lead to more consistency in the application of human resources policies

among all entities and duty stations and lessen the need for exceptions. Evidence will be shown in client feedback on streamlined administrative processes, especially in the field, given that human resources practitioners no longer need extensive policy interpretation or to handle legal issues that arise owing to ambiguous policy formulation.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

<i>2018</i>	<i>2019</i>	<i>2020</i>
Clients in Secretariat entities engaged in identifying areas of the simplification and revision of the regulatory framework	Continuation of simplification and revision of the regulatory framework, including detailed matrix on new delegation of authority; client needs integrated into the revised policies	Feedback from clients throughout the Secretariat indicating the positive impact of the revised regulatory framework on the effective management of human resources, including the field

29A.51 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**4. Deliverables for the period 2018–2020**

29A.52 Table 29A.8 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 29A.8

**Subprogramme 3, component 1: deliverables for the period 2018–2020, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)			11	5
Substantive services for meetings (number of three-hour meetings)			45	133
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Administration				
Human resources services				
Internal justice and oversight				
Administration of justice				

## **5. Most significant relative variances in deliverables**

### **Variances between the planned figures for 2020 and 2019**

- 29A.53 The variance in parliamentary documentation is driven by the lower number of reports for the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, owing to mandates and requests by the legislative bodies for information and reports.
- 29A.54 The variance in substantive services for meetings is driven by an increase in the number of meetings for the International Civil Service Commission, owing primarily to the inclusion of working group meetings.



## **Component 2**

### **Administrative law**

#### **1. Objective**

29A.55 The objective, to which this component contributes, is to ensure accountability of all categories of personnel to the standards of conduct.

#### **2. Alignment with the Sustainable Development Goals**

29A.56 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

#### **3. Highlighted planned result for 2020**

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#### **Integrated approach to upholding the highest standards of conduct**

The internal legal framework, including standards of conduct for United Nations personnel, applies Secretariat-wide.

The management reform presented an opportunity to bring all aspects of administrative law together and to provide an end-to-end holistic approach to conduct and discipline throughout the entire Secretariat. Through the combination of field and Headquarters conduct and discipline services, administrative law and appeals sections and the creation of a critical incident team, this integration addresses the growing demand for greater accountability, presents an enhanced focus on prevention and ensures that critical incidents are handled in a swift and efficient manner.

The benefit of addressing these matters through an integrated approach will ensure a faster response and facilitate lessons learned. It will be fed back into policy revisions, inform capacity-building efforts, which will in turn lead to strengthened management, and support a culture of accountability for conduct.

#### *Challenge and response*

The challenge is to meet this vision of integration in the new, decentralized and field-focused management paradigm and to deliver to management, staff and other United Nations personnel an integrated and innovative administrative law function, with unity of purpose and a consistent approach.

In response, for 2020, with an integrated administrative law function, there will be a strengthened and holistic response to conduct issues that arise anywhere in the Secretariat. The Administrative Law Division consolidated the existing work, representing the Secretary-General before the United Nations Dispute Tribunal in cases challenging administrative and disciplinary decisions, with existing expertise in field conduct and discipline, to create an integrated, end-to-end approach to conduct issues. A new Critical Incident Response Service contributes to a Secretariat-wide coordinated response to critical issues affecting the welfare and safety of personnel. The identification and training of a network of conduct and discipline focal points in non-mission settings will take place, and the knowledge of decision makers on conduct and discipline matters will be increased through briefings, advice and other informative means. In addition, through innovative technologies, such as the roll-out of “ALD-Connect”, an online information-sharing platform, greater interaction with designated focal points on conduct and discipline-related matters throughout the Secretariat is envisaged. The operationalization of a more integrated and comprehensive database, building on the success of the Misconduct Tracking System, will offer the opportunity to apply data analytics more broadly. Globally focused information campaigns will be developed in collaboration with other relevant stakeholders (e.g., the Ethics Office and the Office of the Ombudsman).

*Result and evidence*

The planned deliverables are expected to contribute to the result, which is greater awareness and understanding of those standards.

Evidence of the result, if achieved, will include improved results in response to the United Nations Staff Engagement Survey on raising awareness of how to report misconduct and the frequency of usage and number of users in the ALD-Connect platform indicating information-sharing on best practices.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

*Performance measures*

2018	2019	2020
Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	Structured knowledge-sharing among conduct and discipline practitioners from all Secretariat entities through “ALD-Connect”

29A.57 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

#### 4. Deliverables for the period 2018–2020

29A.58 Table 29A.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 29A.9

**Subprogramme 3, component 2: deliverables for the period 2018–2020, by category and subcategory**

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)			1	1
Substantive services for meetings (number of three-hour meetings)			45	20
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
Databases and substantive digital materials				
<b>E. Enabling deliverables</b>				
Administration				
Human resources services				
Internal justice and oversight				
Administration of justice				

**5. Most significant relative variances in deliverables**

**Variances between the planned figures for 2020 and 2019**

- 29A.59 The variance in substantive services for meetings is driven by the lower number of meetings of the Fifth Committee, owing to the anticipated number of meetings related to the report to be authored by the component in 2020.



## **Subprogramme 4 Business transformation and accountability**

### **1. Objective**

29A.60 The objective, to which this subprogramme contributes, is to ensure a results-oriented, data-driven, resilient and sustainable Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements.

### **2. Alignment with the Sustainable Development Goals**

29A.61 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

### **3. Highlighted planned result for 2020**

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#### **Programme managers using evidence-based systems for improved decision-making and performance**

In 2018, Member States endorsed the Secretary-General's vision of a new management paradigm, one that is decentralized, transparent and accountable. The vision drove the launch of a new system of delegation of authority, supporting decision-making closer to the point of mandate and programme delivery. In 2019, the subprogramme focused on supporting managers in assimilating their new delegations and in setting up the monitoring and controls as part of the reinforced accountability framework.

#### *Challenge and response*

With a new system of delegation of authority fully deployed and managers empowered to make decisions, the challenge is to ensure that decision-making is informed and supported by evidence-based systems in an integrated and cross-cutting approach to business transformation. An evidence-based system is one in which managers proactively gather data and other relevant information to determine whether performance goals are being met or are on target to be met and to take corrective action on the basis of that information.

In response, for 2020, the subprogramme will build on the foundations laid in 2019 to deliver technologically advanced analytic and monitoring tools and innovative solutions to drive new business models and empower managers to fulfil their mandates.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is the broad use by managers throughout the Secretariat of the analytic and monitoring tools and integrated solutions developed by the subprogramme.

Evidence of the result, if achieved, includes the recognition from managers that the evidence-based systems put in place by the subprogramme have contributed to better informing their decision-making and helping them to identify and deal with areas in need of improvement for better programme performance and mandate delivery.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Limited stand-alone systems to support decision-making and performance monitoring and reporting	First use of integrated and evidence-based systems to support decision-making and performance monitoring and reporting	Integrated evidence-based systems in place and contributing to better information and feedback for programme performance and mandate delivery to support decision-making throughout the Secretariat

29A.62 The component will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

**4. Deliverables for the period 2018–2020**

29A.63 Table 29A.10 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 29A.10

**Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)			4	4
Substantive services for meetings (number of three-hour meetings)			26	27
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Administration				
General management				
Risk management				

## Annex

### Programme performance information for 2018<sup>a</sup>

#### Section 29 Management and support services

##### Subsection 29A Office of the Under-Secretary-General for Management

##### Subprogramme 1 Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

##### Component 1 Management services

#### 1. Objective

- A.1 The objective, to which this component contributes, is to enhance the effectiveness, efficiency, accountability and transparency of the Organization.

#### 2. Highlighted result in 2018

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#### Realizing the best value for money

The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board supported the timely review and recommendation on the awarding of contracts in procurement cases and on the write-off and disposal of assets. Through this ongoing work, the secretariat has built an extensive body of knowledge on the quality and capacity of procurement exercises throughout the global Secretariat. The secretariat tracks the cost avoidance to the Organization as a result of the implementation of its recommendations, and, for 2018, the cost avoidance is in excess of \$85,000,000. To this end and with a view to the streamlining and simplification of administrative processes, in 2018, the secretariat redesigned the Committee on Contracts system, leading to a single level of review by either the local Committee on Contracts or the Headquarters Committee on Contracts within prescribed thresholds. Similarly, the secretariat revised the system of Property Survey Boards, also introducing a single level of review within prescribed thresholds.

**Implementation of the Headquarters  
Committee on Contracts and the  
Headquarters Property Survey Board  
secretariat's recommendations**

**Cost avoidance  
for the Organization**

The secretariat shares best practices with the members of local Committees on Contracts and procurement professionals through training and capacity-building. In 2018, the secretariat trained 281 participants.

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<sup>a</sup> As outlined in paragraph 29A.3, the present report reflects a change in the programmatic structure for 2020. For this reason, a separate annex is included with programme performance information for 2018 that follows the programmatic structure in 2018.

*Result and evidence*

The deliverables contributed to the result, which is compliance with procurement rules.

Evidence of the result includes a reduction to zero in 2018 in the number of procurement challenges to contract awards that were receivable by the Award Review Board. One challenge was received in 2017.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.2 A planned result for 2018, which is contracts awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by maintaining the number of days required for the processing of cases submitted to the Headquarters Committee on Contracts and maintaining the average number of cases processed by the Headquarters Property Survey Board.

### 3. Deliverables for 2018

- A.3 Table A.1 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.1

**Subprogramme 1, component 1: deliverables for 2018, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	5	5		
Substantive services for meetings (number of three-hour meetings)	20	20		
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Administration				
General management				
Internal justice and oversight				
Assurance and verification services				

## **Component 2**

### **Enterprise resource planning project**

#### **1. Objective**

- A.4 The objective, to which this component contributes, is to improve the management of the Organization's resources.

#### **2. Highlighted result in 2018**

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##### **Facilitating the smooth transition to new organizational structures**

Since its inception, Umoja, as a catalyst for end-to-end business transformation, has delivered administrative improvements, replaced legacy systems, streamlined fragmented processes and enabled greater visibility of global data. Building on its contribution to strategic reform initiatives such as the International Public Sector Accounting Standards and the information and communication technology strategy, Umoja is poised to support other initiatives.

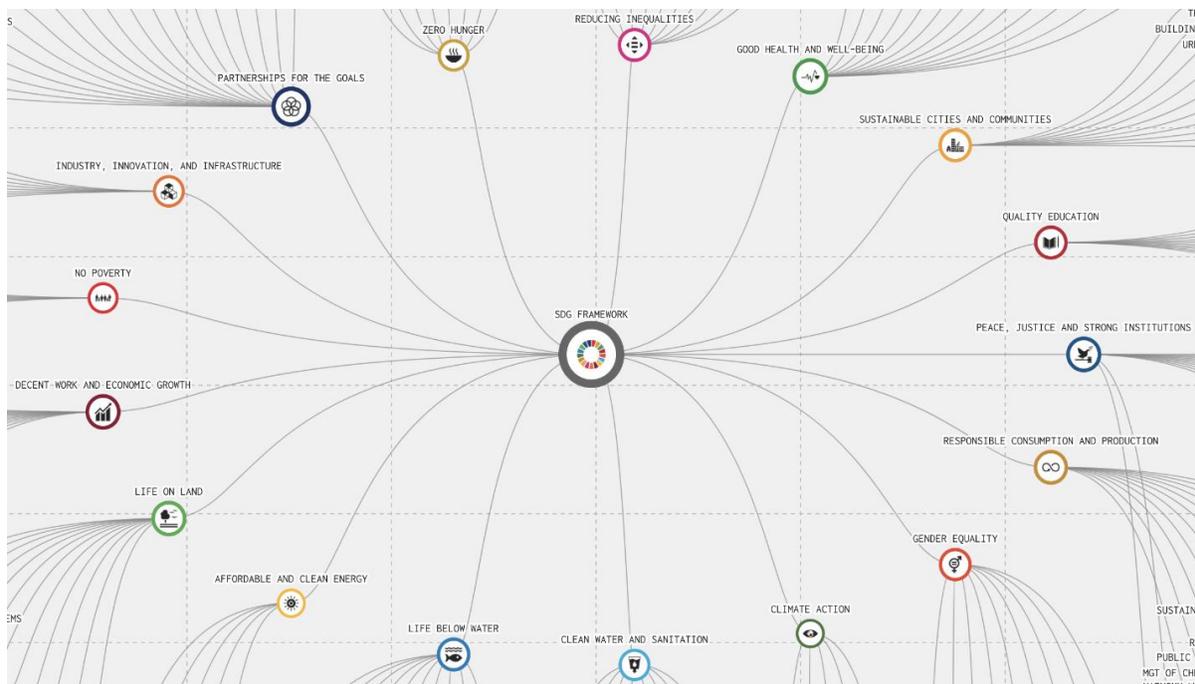
In 2018, Umoja was a key enabling factor in the Secretary-General's management reform, peace and security reform and development reform initiatives by enabling the retiring of legacy departments and the establishment of the Department of Management Strategy, Policy and Compliance and the Department of Operational Support for management reform, the Department of Political and Peacebuilding Affairs and the Department of Peace Operations for peace and security reform, and the resident coordinator system transition for development reform. During the final months of 2018, Umoja enabled the changes to the operating models for human resources/organizational management, budget and finance, supply chain management and security design for the new departments. Umoja allowed for extensive data-collection and validation exercises for the new departments and testing for the new master data elements in pre-production systems prior to being deployed in the system beginning in January 2019.

##### *Result and evidence*

The deliverables contributed to the result, which is the smooth transition to the new organizational structures resulting from the Secretary-General's reforms, enabling the departments to focus on carrying out their mandates from day one.

Evidence of the result includes the fact that the new organizational structures, financial elements, including payroll, new positions, budget allotments, security roles, workflow changes, inventory, equipment and assets were all reconfigured, tested and updated in the Umoja system on time, according to the deployment timeline.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.



Programmatic links with the Sustainable Development Goal framework built into the Umoja Extension 2 solution to support the Secretary-General's reform initiatives.

A.5 A planned result for 2018, which is that all business processes for the management of resources and programme performance are efficient and effective, have built-in internal controls and are in full compliance with regulations, rules, policies and procedures, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by fewer help desk support requests and faster response to support the requests.

### 3. Deliverables for 2018

A.6 Table A.2 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.2

**Subprogramme 1, component 2: deliverables for 2018, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	1	1		
Substantive services for meetings (number of three-hour meetings)	6	6		
<b>Non-quantified deliverables</b>				
<b>D. Communication deliverables</b>				
Digital platforms and multimedia content				
<b>E. Enabling deliverables</b>				
Information and communications technology				
Software and applications				
Service desk				

### Component 3 Management evaluation component of the administration of justice

#### 1. Objective

- A.7 The objective, to which this component contributes, is to ensure greater personal accountability for decision-making.

#### 2. Highlighted result in 2018

##### Addressing workplace disagreements for a better organizational culture

In 2018, the component issued 1,115 recommendations responding to requests from staff members challenging the legality of administrative decisions taken in their regard. The management evaluation function offers the Organization an opportunity to address staff members' disputes arising from administrative decisions related to their employment, resolve such disputes at an early stage and strengthen administrative decision-making by highlighting within the Organization systemic issues and lessons learned in the management evaluation process.

The component also provided guidance in response to ad hoc queries in 2018 from managers and administrators on decisions to be taken in challenging situations. The component also received more frequent queries from staff seeking assistance on how to gain access to the internal system of justice. Such guidance allows the component to serve as a resource to apply experience learned from management evaluation in actual decision-making situations and broaden awareness of the internal system. The component noted that few of the matters for which assistance was provided in 2018 translated into cases in the formal system of justice.

Options to resolve matters informally are considered at the management evaluation stage, including referral of the case to the Ombudsman, recognizing that cases resolved to the satisfaction of the parties are resolved most effectively. Of those cases not resolved informally, if the management evaluation concludes that a contested decision did not conform to the Organization's legal framework, the staff member is provided with a remedy, which could include changing the decision. If the process concludes that the contested decision was taken lawfully, the staff member is given a written, reasoned response detailing the basis for that conclusion. At that stage, the staff member is free to disagree with that basis by appealing to the United Nations Dispute Tribunal. Alternatively, the staff member requesting the evaluation may find the reasoning to be satisfactory and decide not to take the matter further. Certain cases can be considered as "in between", as illustrated by the feedback from a staff member who, upon receiving the evaluation letter with the outcome, advised, "Don't agree, but appreciate the careful consideration". No litigation was pursued.

##### *Result and evidence*

The deliverables contributed to the result, which is the limitation of matters in the formal system of justice proceeding to litigation.

Evidence of the result includes the fact that less than 20 per cent of the matters resulted in litigation. A total of 27 per cent of the cases submitted for management evaluation were resolved informally by the component, with the assistance of the Office of the Ombudsman, or by the staff member and the decision-making office themselves.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.



- A.8 A planned result for 2018, which is reduced litigation of cases in the United Nations Dispute Tribunal, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the fact that less than 20 per cent of the matters that staff had submitted for management evaluation went on to litigation before the Dispute Tribunal.

### **3. Deliverables for 2018**

- A.9 Table A.3 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.3

#### **Subprogramme 1, component 3: deliverables for 2018, by category and subcategory**

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##### **Non-quantified deliverables**

##### **E. Enabling deliverables**

Internal justice and oversight

Administration of justice

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## Component 4 Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

### 1. Objective

- A.10 The objective, to which this component contributes, is to facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination.

### 2. Highlighted result in 2018

#### Deployment of the Fifth Committee Place e-deleGATE platform

In 2018, the meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work in a timely, orderly and procedurally correct manner. The component continued to facilitate the meetings of the Committees through improved communication on organizational and procedural aspects of meetings, as well as targeted substantive, technical and secretariat support to the Member States and other participants of the meetings. Targets were met for the preparation and dissemination of the programmes of work and for the submission of final reports. A review of the frequency of the updates and dissemination to Member States of the programmes of work of the Committees during the period determined that the target of updates at least once per week (during session) had been met and that updating and dissemination to Member States had taken place almost daily towards the closing of each session of the Committees.



Examples of handouts prepared for delegates. Source: Secretariat of the Fifth Committee and Committee for Programme and Coordination

Surveys conducted to evaluate the services of the component showed satisfaction rates of 98.3 per cent for the seventy-second session of the Fifth Committee and 97.5 per cent for the fifty-eighth session of the Committee for Programme and Coordination. While there were no complaints received from participants of the Committees, one area that has traditionally been ranked least positively relates to the websites.

The component continued to maintain and update the public website portals and the restricted documentation repositories of the Committees. The Fifth Committee restricted website, e-Room, was decommissioned and replaced by the Fifth Committee Place on the e-deleGATE platform in mid-January 2018. The move to e-deleGATE, now used by all Main Committees and the plenary, was in line with General Assembly resolution 71/323 on the revitalization of the work of the General Assembly. Moreover, the Fifth Committee Place addressed deficiencies in functionality of the old e-Room platform that had previously been described by survey respondents in past sessions as not being user-friendly, too static and lacking a search function. The platform provides a means for near real-time updates on supplementary information and draft resolutions to the Fifth Committee and provides enhanced search functionalities to gain access to historical records. During 2018, the component worked closely with the Department for General Assembly and Conference Management to mitigate risks associated with the transition to the new platform. For example, information on the transition was provided early in the session to raise the awareness of stakeholders in advance of the actual switch to the new platform. Delegations were provided with handouts (prepared by the Fifth Committee secretariat) and a general orientation session was held for the entire membership (held by the Department). Overall, the transition process was smooth and, in general, welcomed by delegations.

#### Result and evidence

The deliverable contributed to the result, which was improved communication with and among Member States.

Evidence of the result included feedback from the survey conducted at the end of the seventy-second session of the Fifth Committee, which showed positive ratings of the new Fifth Committee Place, with no negative feedback received. The same was true for the survey conducted at the end of the fifty-eighth session of the Committee for Programme and Coordination, in which 100 per cent of members indicated that they were satisfied with the password-protected restricted in-session website of the Committee for Programme and Coordination. The secretariat has relied on structured feedback, which will continue to be provided through the regular surveys that are conducted at the end of the sessions. The results of these surveys have been taken into account in the preparation and implementation of the annual workplans of the component, with the aim of further improving the services of the secretariat to the Member States and other stakeholders.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.11 A planned result for 2018, which is improved communication on organizational and procedural aspects of meetings, as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the survey conducted at the end of 2018 whereby zero complaints were received from representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services.

### 3. Deliverables for 2018

- A.12 Table A.4 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.4

**Subprogramme 1, component 4: deliverables for 2018, by category and subcategory**

	2018 planned	2018 actual	2019 planned	2020 planned
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	167	255		
Conference and secretariat services for meetings (number of three-hour meetings)	200	172		
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>D. Communication deliverables</b>				
Digital platforms and multimedia content				

### 4. Most significant relative variances in deliverables

#### Variances between the actual and planned figures in 2018

- A.13 The variance in parliamentary documentation was driven mainly by the higher number of notes on the programme of the work of the Fifth Committee and of the Committee for Programme and Coordination, owing to decisions and changes by the Bureaux of the Committees due to the continuously evolving progress of the deliberations.
- A.14 The variance in conference and secretariat services for meetings was driven mainly by the lower number of meetings of the Fifth Committee and the Committee for Programme and Coordination, owing to decisions and changes by the Bureaux of the Committees due to the continuously evolving progress of the deliberations.

**Section 29B**  
**Office of Programme Planning, Budget and Accounts**

**Subprogramme 2**  
**Programme planning, budget and accounts**

**Component 1**  
**Programme planning and budgeting**

**1. Objective**

- A.15 The objective, to which this component contributes, is to ensure the effective and efficient formulation of the programme plan, in order to secure its approval and the resources required for the financing of the mandated programmes and activities of the Secretariat and to ensure the efficient and effective administration and management of those resources as well as extrabudgetary resources.

**2. Highlighted result in 2018**

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**More inclusive, bottom-up programme planning process**

In December 2017, the General Assembly approved sweeping budget reforms, replacing the biennial programme budget, which had been in place since 1974, with an annual programme budget, on a trial basis.

In 2018, a change management initiative was launched to operationalize the decision of the General Assembly. During 30 hands-on workshops in 14 locations, more than 1,500 mainly programme staff were supported in preparing the programme plans and performance information for all departments, offices and special political missions in the context of their first annual programme budget for 2020. This also allowed programme managers to align the objectives of their subprogrammes with the Sustainable Development Goals.



*An example of a more inclusive, bottom-up programme planning process.  
Source: Office of Programme Planning, Finance and Budget*

*Result and evidence*

The deliverable contributed to the result, which is a more inclusive, bottom-up programme planning process, culminating in more tangible, consistent and transparent plans, with a view to demonstrating the added value for their beneficiaries.

Evidence of the result includes feedback during the workshops wherein 4 of 5 surveyed participants agreed or strongly agreed that the shift in approach for the results frameworks was an improvement. Some feedback statements included: “this is the first time that the budget process allowed me to think strategically”; “this allows me to meaningfully convey what I do and how I add value, unlike the indicators we had before”; and “a results narrative allows me to weave in successes from different work streams into one compelling account”.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- A.16 A planned result for 2018, which is increased contribution to the decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and the budgets of the international criminal tribunals and the International Residual Mechanism for

Criminal Tribunals, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the submission of reports submitted two days before the documentation deadline on average, in order to allow for simultaneous publication in all official languages.

### 3. Deliverables for 2018

- A.17 Table A.5 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.5

#### Subprogramme 2, component 1: deliverables for 2018, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	65	46		
Substantive services for meetings (number of three-hour meetings)	125	123		
<b>B. Generation and transfer of knowledge</b>				
Technical materials (number of materials)	109	114		
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>E. Enabling deliverables</b>				
Administration				
Financial and budgetary services				

### 4. Most significant relative variances in deliverables

#### Variances between the actual and planned figures in 2018

- A.18 The variance in parliamentary documentation was driven mainly by the reduction in the number of reports to the Committee for Programme and Coordination, owing to the decision of the General Assembly, in its resolution [72/266 A](#), to integrate programme plan and performance information into the proposed programme budget report.
- A.19 The variance in technical materials was driven mainly by the higher number of oral statements of programme budget implications arising from draft resolutions, owing to a higher number of draft resolutions requiring explanation compared with historical trends.

## Component 2 Financial services relating to peacekeeping operations

### 1. Objective

A.20 The objective, to which this component contributes, is to secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations.

### 2. Highlighted result in 2018

#### More accessible peacekeeping budgets

In 2018, the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations was streamlined, reflecting a more succinct and focused approach, with the extensive use of tables and graphics to depict trends in peacekeeping-related issues and detailed, data-driven information reflected in the accompanying annexes.

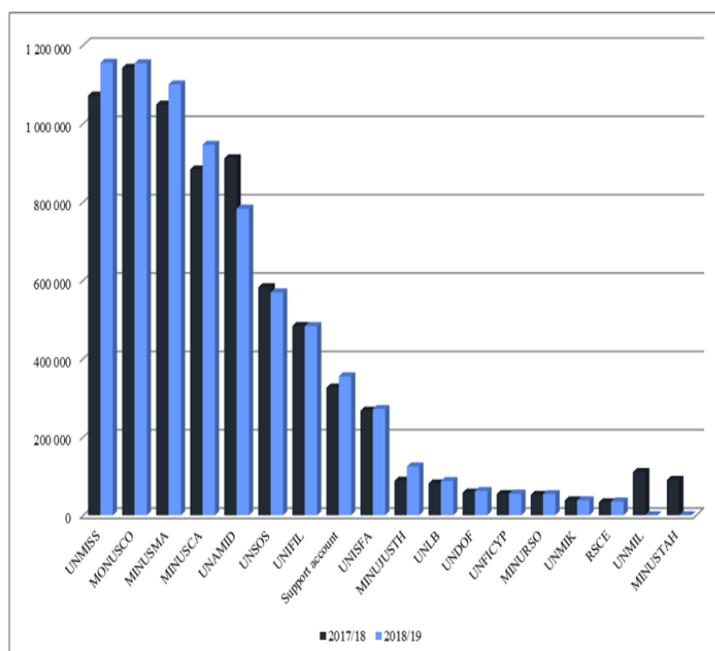
#### Result and evidence

The deliverable contributed to the result, which is more transparent budgetary information on peacekeeping.

Evidence of the result includes the feedback from the Advisory Committee on Administrative and Budgetary Questions (A/72/789, para. 6), which welcomed the submission of a streamlined overview report and noted the continuous efforts to improve the content, format and quality of the information contained in the report.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

Resource requirements for 2018/19 compared with 2017/18, by peacekeeping component  
 (Thousands of United States dollars)



*Abbreviations in figure:* MINUJUSTH, United Nations Mission for Justice Support in Haiti; MINURSO, United Nations Mission for the Referendum in Western Sahara; MINUSCA, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; MINUSMA, United Nations Multidimensional Integrated Stabilization Mission in Mali; MINUSTAH, United Nations Stabilization Mission in Haiti; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; RSCE, Regional Service Centre in Entebbe, Uganda; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNDOF, United Nations Disengagement Observer Force; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNISFA, United Nations Interim Security Force for Abyei; UNLB, United Nations Logistics Base at Brindisi, Italy; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMIL, United Nations Mission in Liberia; UNMISS, United Nations Mission in South Sudan; UNSOS, United Nations Support Office in Somalia.

A.21 A planned result for 2018, which is to contribute to fully informed decision-making process by Member States on issues relating to peacekeeping, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased percentage of clients expressing satisfaction with the services received.

### 3. Deliverables for 2018

- A.22 Table A.6 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.6

#### Subprogramme 2, component 2: deliverables for 2018, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	42	46		
Substantive services for meetings (number of three-hour meetings)	85	92		
<b>Non-quantified deliverables</b>				
<b>C. Substantive deliverables</b>				
Consultation, advice and advocacy				
<b>E. Enabling deliverables</b>				
Administration				
Financial and budgetary services				

### 4. Most significant relative variances in deliverables

#### Variances between the actual and planned figures in 2018

- A.23 The variance in parliamentary documentation was driven mainly by the higher number of reports to the General Assembly on the proposed budget and budget performance of United Nations peacekeeping operations, owing to the need to support peacekeeping operations in transition or restructuring with revised budgets and those requesting additional resources.
- A.24 The variance in substantive services for meetings was driven mainly by the higher number of meetings of the Fifth Committee, owing to a higher number of reports considered than anticipated at the time of planning.

## Component 3 Accounting, contributions and financial reporting

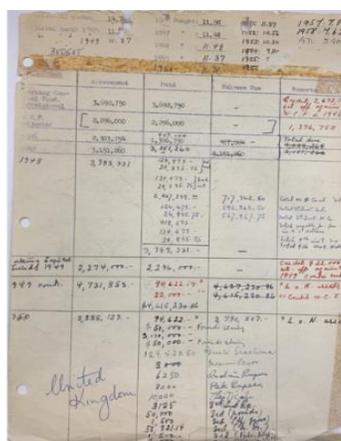
### 1. Objective

A.25 The objective, to which this component contributes, is to further improve the quality of financial statements and client satisfaction with services provided, to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions.

### 2. Highlighted result in 2018

#### Step towards transparency in financial information

In 2018, a number of initiatives addressed the availability of financial information. These activities included an online portal on the status of contributions, the recent launch of the electronic issuance of assessment letters and the increased availability of web-based assessment-related information. This helped to facilitate the timely payment of assessed contributions, as seen in the increase in the number of Member States paying in full for the regular budget by the end of 2018 (152, compared with 145 in 2017). After the adoption by the General Assembly on 22 December 2018 of the rates of assessment for 2019–2021, the required documentation and letters of assessment for the regular budget for the forthcoming year were issued in 2018. Documentation on the rates of assessment for peacekeeping operations was also issued before the end of 2018.



Then (1946) and now (2018).

Concurrently, highlights of the main volumes of the financial statements (covering peacekeeping and non-peacekeeping entities) were published for the first time in booklet form, using graphs to communicate the most recent financial position and trends. This allowed client departments and Member States to have a compact overview of key financial indicators.

#### Result and evidence

The deliverables contributed to the result, which is the improved accessibility of financial statements and the improved access for Member States to assessments, contributions paid and outstanding balances.

Evidence of the result includes the fact that 174 Member States signed up to gain access to the online information available on the status of contributions (see figure), that more than 100 Member States were receiving assessment letters by electronic means and that the newly introduced booklet received positive feedback from Member States in terms of improved transparency.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

A.26 A planned result for 2018, which is improved decision-making process by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 100 per cent compliance rate in the issuance of monthly reports on the status of contributions by the end of the subsequent month.

### 3. Deliverables for 2018

- A.27 Table A.7 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.7

#### Subprogramme 2, component 3: deliverables for 2018, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	13	13		
Substantive services for meetings (number of three-hour meetings)	44	59		
Conference and secretariat services for meetings (number of three-hour meetings)	30	30		
<b>B. Generation and transfer of knowledge</b>				
Technical materials (number of materials)	780	780		
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Administration				
Financial and budgetary services				

### 4. Most significant relative variances in deliverables

#### Variances between the actual and planned figures in 2018

- A.28 The variance in substantive services for meetings was driven by the increased number of meetings of the Fifth Committee, owing to a higher number of meetings on scale of assessments.

## Component 4 Treasury services

### 1. Objective

A.29 The objective, to which this component contributes, is to ensure the prudent stewardship of funds.

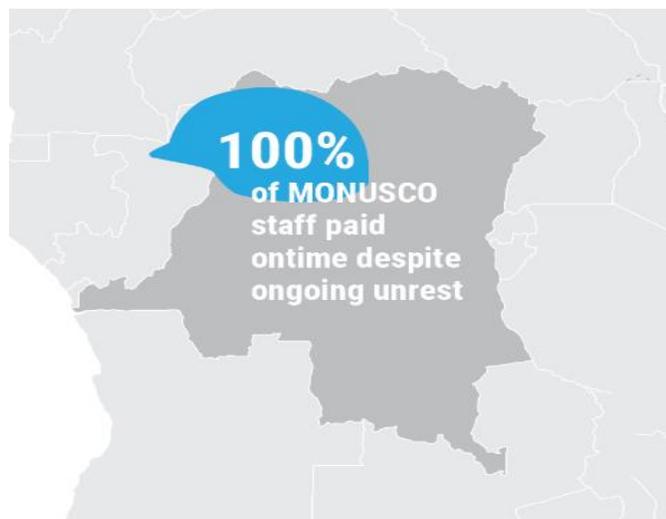
### 2. Highlighted result in 2018

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#### Secured payment in insecure times

Once the Democratic Republic of the Congo scheduled a presidential election for 23 December 2018, violent protests leading up to and following the election were forecast by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo. The mission, MONUSCO, is one of the largest United Nations operations in Africa, with nearly 3,500 staff. For its December payroll, both the treasury at Headquarters and the mission were concerned about a failure to deliver the estimated \$8 million payroll to staff in a timely manner.

The component, in coordination with the Payroll Section, engaged with bank counterparts involved in the payment process to move the payroll date to be effective prior to the election. Subsequently, the treasury sent payment instructions two weeks earlier than the original payroll date to process the payments. The treasury also worked closely with the mission and the bank to ensure the security of cash delivery to all the sectors within the mission area.



#### Result and evidence

The deliverables contributed to the result, which was in-time receipt of salaries and payments in the country during the protests.

Evidence of the result includes 100 per cent of staff receiving payroll on time throughout the period.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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A.30 A planned result for 2018, which is secured funds management, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the fact that funds were always available to meet obligations.

### 3. Deliverables for 2018

A.31 Table A.8 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.8

**Subprogramme 2, component 4: deliverables for 2018, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Substantive services for meetings (number of three-hour meetings)	4	4		
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Administration				
Financial and budgetary services				

## Section 29C Office of Human Resources Management

### Subprogramme 3 Human resources management

#### Component 1 Policy

##### 1. Objective

- A.32 The objective, to which this component contributes, is to enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture.

##### 2. Highlighted result in 2018

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#### ClearCheck initiative

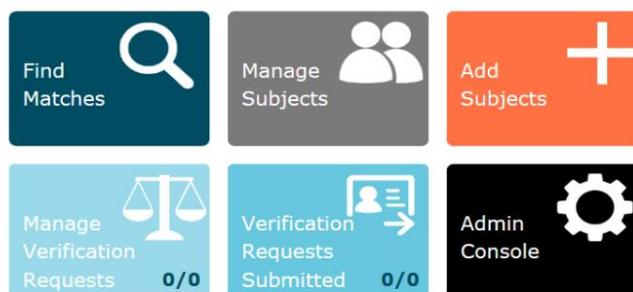
In his renewed commitment to ensure that the United Nations is a safe space for all individuals who have a connection with the Organization, the Secretary-General put forward in 2018 a set of initiatives to address sexual harassment, sexual exploitation and sexual abuse. He emphasized that, if an individual has committed any of these acts while in the service of a United Nations entity, that individual should not be rehired anywhere in the United Nations system.

The component contributed to the development and introduction of the ClearCheck database, which was designed to vet personnel during pre-screening as part of the recruitment process. ClearCheck is a secure online platform hosting a centralized database. It follows a series of strict guidelines that were endorsed by the CEB task force on addressing sexual harassment within the organizations of the United Nations system and by the High-Level Steering Group on preventing sexual exploitation and abuse.

The component worked closely with a number of offices, including the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, to design the platform, beginning in 2017 and concluding in 2018. It also worked with the Office of Information and Communications Technology to ensure that information on individuals was properly entered into the database and undertook user-acceptance testing to ensure that the platform was useable and delivered the required service to end users. Trained users of the platform are required to sign confidentiality documents in order to gain access to and import data.

The system is now operational, and end users are already employing the system, including by uploading relevant information to the database and using that information during recruitment processes. Such information has already been populated not only by Secretariat entities, but also by counterparts in the common system. Moving forward in 2019, the component is in the process of incorporating this tool into its reference checking workflows. In addition, as more entities go live in using the tool, it is envisioned that the platform will become more robust and support pre-screening activities throughout the common system.

#### I want to...



*Result and evidence*

The deliverable contributed to the result, which is the introduction of a process (ClearCheck) to be used by Secretariat entities to pre-screen as part of the recruitment process, in support of a culture of integrity.

Evidence of the result includes 100 per cent of recruited staff cleared through the ClearCheck system within the Secretariat.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- A.33 A planned result for 2018, which is policies, processes and programmes that support organizational culture, as referred to in the proposed programme budget for the biennium 2018–2019, was partially achieved, as evidenced by the above.

### 3. Deliverables for 2018

- A.34 Table A.9 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.9

**Subprogramme 3, component 1: deliverables for 2018, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	6	2		
Substantive services for meetings (number of three-hour meetings)	54	149		
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Administration				
Human resources services				
Internal justice and oversight				
Administration of justice				

### 4. Most significant relative variances in deliverables

**Variances between the actual and planned figures in 2018**

- A.35 The variance in parliamentary documentation was driven mainly by the lower number of reports to the General Assembly, owing to the inclusion in the 2018 planned figure of reports by other departments that the component contributed to but was not the author of.
- A.36 The variance in substantive services for meetings was driven mainly by the higher number of meetings of the International Civil Service Commission (ICSC), owing to the inclusion of ICSC working group meetings.

## Component 2 Strategic planning and staffing

### 1. Objective

- A.37 The objective, to which this component contributes, is to enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture.

### 2. Highlighted result in 2018

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#### **Better access, wider reach: the new United Nations online examinations and tests system improved recruitment and increased accessibility**

In 2018, the United Nations online examinations and tests system was launched as a digital assessment platform for recruitment, in particular for recruitment through competitive examinations and large-scale assessments. The platform provided applicants from all Member States with the opportunity to take selection tests from any location at any time on a modern, user-friendly, multilingual and accessible online platform, a completely new experience for thousands of applicants, especially young people, interested in working for the United Nations. The system, developed in collaboration with the Office of Information and Communications Technology and the Department for General Assembly and Conference Management, serves as a United Nations-branded, Internet-based applicant examination and testing platform hosted on the cloud and developed on open source software. The platform was used in 2018 to deliver all major Secretariat examinations and tests, including the young professionals programme, language competitive examinations and the Global General Services Test. The platform also delivered selections tests for regular job openings that attracted a large volume of applicants. Overall, there were more than 60,000 test-takers from all Member States.



Map indicating the number of people who took the test in 2018 for the United Nations young professionals programme. The larger circles represent a higher number of test takers.

The system, developed in collaboration with the Office of Information and Communications Technology and the Department for General Assembly and Conference Management, serves as a United Nations-branded, Internet-based applicant examination and testing platform hosted on the cloud and developed on open source software. The platform was used in 2018 to deliver all major Secretariat examinations and tests, including the young professionals programme, language competitive examinations and the Global General Services Test. The platform also delivered selections tests for regular job openings that attracted a large volume of applicants. Overall, there were more than 60,000 test-takers from all Member States.

#### *Result and evidence*

The deliverable contributed to the result, which is the recruitment of competent, diverse, adaptable candidates for various positions at the United Nations, especially those who help to rejuvenate the workforce and give due regard to geographic representation and gender balance.

Evidence of the result includes the global reach of the United Nations online examinations and tests system platform, accessed from more than 185 countries, the reduced no-show rate for young professional programme examinations and the increased satisfaction of applicants with the online exam process. Feedback from users has been very positive, with approximately 4 of 5 platform users/testers agreeing that the system is an improvement on how tests and examinations had been administered in the past. One user expressed: “As a former UN staffer, I can confidently say that the new testing platform is a vast improvement on the old days and as polished as anything I have seen in the private sector. Well done on that!” In addition, the system has resolved issues of uneven testing experience, owing to tests being administered in a standard, not ad hoc, manner.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- A.38 A planned result for 2018, which is improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the above.

### 3. Deliverables for 2018

- A.39 Table A.10 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.10

#### Subprogramme 3, component 2: deliverables for 2018, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	4	4		
Substantive services for meetings (number of three-hour meetings)	45	20		
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Administration				
Human resources services				

### 4. Most significant relative variances in deliverables

#### Variances between the actual and planned figures in 2018

- A.40 The variance in substantive services for meetings was driven mainly by the lower number of meetings of the Fifth Committee, owing to the deferral of agenda item 141 (Human resources management) to the seventy-fourth session of the General Assembly.

## Component 3 Learning, development and human resources services

### 1. Objective

- A.41 The objective, to which this component contributes, is to promote organizational culture change in the Secretariat in order to address new requirements and needs.

### 2. Highlighted result in 2018

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#### Secretariat leadership and management model: transforming United Nations culture

The need for leadership and management learning continues to grow and has been identified as critical to the Secretary-General's vision to transform the United Nations culture to one that is focused on results, better manages administrative and mandate delivery risks, values innovation and demonstrates a higher tolerance for honest mistakes and a greater readiness to take prompt corrective action. In order to drive the culture shift, United Nations leadership should be norms-based, principled, inclusive, accountable, multidimensional, transformational, collaborative, self-applied, pragmatic and action-oriented.

In 2018, the leadership and management model, in line with the United Nations system leadership framework, was developed for approval by the Management Committee. The model establishes new management and leadership competencies in the form of observable skills and behaviours, which then feed into a new leadership and management learning programmes. The programmes are intended to provide more robust and diverse learning opportunities to support the development of these skills for leaders and managers throughout the Secretariat.

In 2018, the United Nations Leaders Programme and the Management Development Programmes were delivered. The Leaders Programme focuses on transformative and adaptive leadership development, with an emphasis on strategic and systems thinking and ethical leadership, while the Management Development Programme provides United Nations managers with practical tools and knowledge to help them to address complex United Nations realities and deliver results effectively, both in challenging field locations and at Headquarters.

#### *Result and evidence*

The deliverables contributed to the result, which is the increased capacity of leaders and managers to drive organizational change, effectively handling the transformation of the United Nations culture into one of empowerment and accountability in which leaders and managers have the wherewithal to achieve what is needed, where, when and how.

Evidence of the results includes the successful completion by 64 staff of the United Nations Leaders Programme and by 341 staff of the Management Development Programme, with an overall satisfaction rate of 90 per cent and 89 per cent, respectively. One of the managers who participated indicated: "the Management Development Programme training was one of the most insightful and helpful UN training opportunities I have been fortunate to participate in my almost-20-years of service for the United Nations.... I am certainly a better staff member as a result of it".

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

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- A.42 A planned result for 2018, which is to enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the above.

### 3. Deliverables for 2018

- A.43 Table A.11 lists all deliverables, by category and subcategory, for 2018 that contributed to the attainment of the objective stated above.

Table A.11

**Subprogramme 3, component 3: deliverables for 2018, by category and subcategory**

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	1	2		
Substantive services for meetings (number of three-hour meetings)	45	39		
<b>Non-quantified deliverables</b>				
<b>E. Enabling deliverables</b>				
Administration				
Human resources services				

### 4. Most significant relative variances in deliverables

**Variances between the actual and planned figures in 2018**

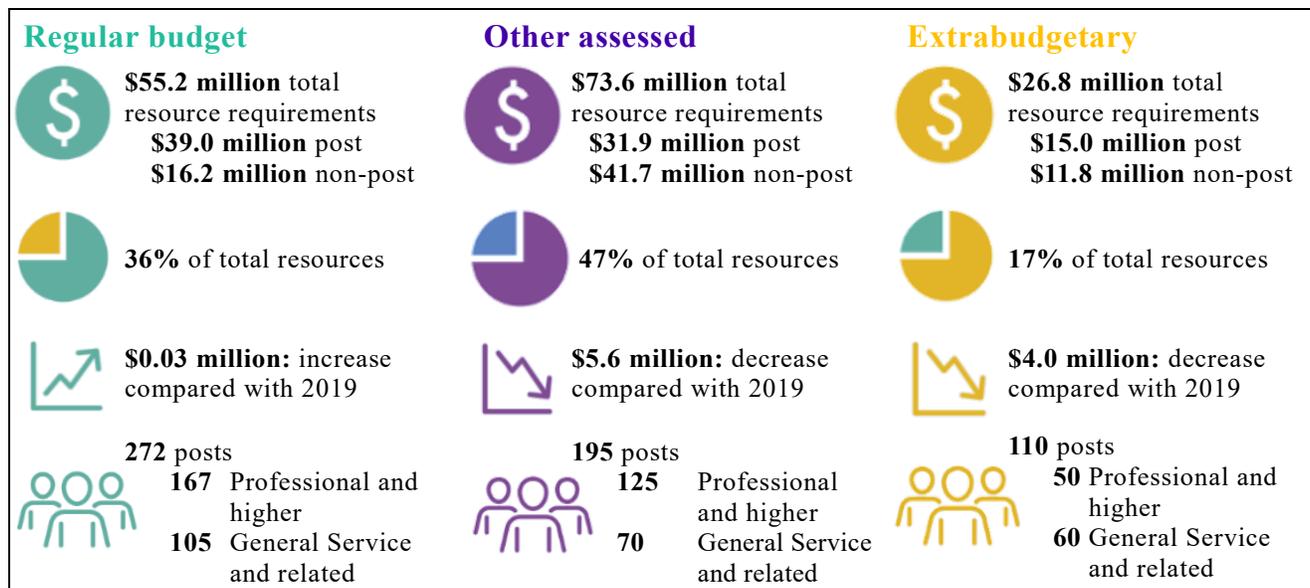
- A.44 The variance in parliamentary documentation was driven by the higher number of reports to the Fifth Committee, owing to the request from the General Assembly for a comparative assessment of placing human resources functions in a single consolidated department or two distinct departments, for its consideration and decision in the main part of its seventy-third session, in accordance with resolution [72/266 B](#).
- A.45 The variance in substantive services for meetings was driven mainly by the lower number of meetings of the Fifth Committee, owing to the deferral of reports under agenda item 141 to the seventy-fourth session of the General Assembly.

## B. Proposed post and non-post resource requirements for 2020

### Overview

29A.64 The total resource requirements for 2020, comprising the regular budget and projected other assessed and extrabudgetary resources, are reflected in figure 29A.II and table 29A.11.

Figure 29A.II  
**2020 in numbers**



Note: Estimates before recosting.

Table 29A.11

**Overview of financial and post resources by component, subprogramme and funding source**

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
<b>Financial resources</b>												
Executive direction and management	4 282.5	4 394.4	111.9	1 881.8	1 518.1	(363.7)	1 099.6	938.5	(161.1)	7 263.9	6 851.0	(412.9)
Programme of work												
1. Enterprise resource planning project, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice												
Component 1: Enterprise resource planning project	4 466.1	4 466.1	–	28 859.1	19 376.9	(9 482.2)	10 705.8	7 188.2	(3 517.6)	44 031.0	31 031.2	(12 999.8)
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	986.1	1 014.4	28.3	284.0	394.4	110.4	–	–	–	1 270.1	1 408.8	138.7
Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	537.1	467.3	(69.8)	1 356.4	1 299.9	(56.5)	–	–	–	1 893.5	1 767.2	(126.3)
Component 4: Management evaluation component for the administration of justice	1 264.8	1 458.5	193.7	98.7	148.3	49.7	–	–	–	1 363.5	1 606.8	243.4
2. Programme planning, finance and budget												
Component 1: Finance	7 164.5	7 941.3	776.8	16 637.4	25 682.2	9 044.8	10 188.4	10 629.9	441.5	33 990.3	44 253.4	10 263.1
Component 2: Field operations finance	1 430.7	1 268.0	(162.7)	7 665.2	7 996.9	331.7	685.6	685.6	–	9 781.5	9 950.5	169.0
Component 3: Programme planning and budgeting	5 403.8	4 980.0	(423.8)	644.6	399.7	(244.9)	2 937.6	2 206.1	(731.5)	8 986.0	7 585.8	(1 400.2)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
3. Human resources												
Component 1: Global strategy and policy	17 607.3	16 706.4	(900.9)	3 142.5	3 064.9	(77.6)	1 414.5	1 428.0	13.5	22 164.3	21 199.3	(965.0)
Component 2: Administrative law	2 870.6	3 017.7	147.1	5 157.9	5 014.4	(143.5)	565.1	531.2	(33.9)	8 593.6	8 563.3	(30.3)
4. Business transformation and accountability	6 247.1	7 869.2	1 622.1	7 636.1	8 552.7	916.6	2 711.9	2 711.9	–	16 595.1	19 133.8	2 538.7
<b>Subtotal, programme of work</b>	<b>47 978.1</b>	<b>49 188.9</b>	<b>1 210.8</b>	<b>71 481.9</b>	<b>71 930.3</b>	<b>448.4</b>	<b>29 208.9</b>	<b>25 380.9</b>	<b>(3 828.0)</b>	<b>148 668.9</b>	<b>146 500.1</b>	<b>(2 168.8)</b>
Programme support	2 893.0	1 604.9	(1 288.1)	5 811.5	125.8	(5 685.7)	452.6	452.6	–	9 157.1	2 183.3	(6 973.8)
<b>Total</b>	<b>55 153.6</b>	<b>55 188.2</b>	<b>34.6</b>	<b>79 175.2</b>	<b>73 574.2</b>	<b>(5 601.0)</b>	<b>30 761.1</b>	<b>26 772.0</b>	<b>(3 989.1)</b>	<b>165 089.9</b>	<b>155 534.4</b>	<b>(9 555.5)</b>
<b>Post resources</b>												
Executive direction and management	24	23	(1)	3	3	–	3	3	–	30	29	(1)
Programme of work												
1. Enterprise resource planning project, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice												
Component 1: Enterprise resource planning project	–	–	–	–	–	–	–	–	–	–	–	–
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	6	6	–	2	2	–	–	–	–	8	8	–
Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	4	3	(1)	6	6	–	–	–	–	10	9	(1)
Component 4: Management evaluation component for the administration of justice	9	9	–	–	–	–	–	–	–	9	9	–

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
2. Programme planning, finance and budget												
Component 1: Finance	55	59	4	48	53	5	61	68	7	164	180	16
Component 2: Field operations finance	8	7	(1)	43	43	–	4	4	–	55	54	(1)
Component 3: Programme planning and budgeting	36	31	(5)	5	–	(5)	16	9	(7)	57	40	(17)
3. Human resources												
Component 1: Global strategy and policy	79	61	(18)	13	13	–	7	7	–	99	81	(18)
Component 2: Administrative law	20	19	(1)	27	27	–	2	2	–	49	48	(1)
4. Business transformation and accountability	42	42	–	48	48	–	15	15	–	105	105	–
<b>Subtotal, programme of work</b>	<b>259</b>	<b>237</b>	<b>(22)</b>	<b>192</b>	<b>192</b>	<b>–</b>	<b>105</b>	<b>105</b>	<b>–</b>	<b>556</b>	<b>534</b>	<b>(22)</b>
Programme support	12	12	–	–	–	–	2	2	–	14	14	–
<b>Total</b>	<b>295</b>	<b>272</b>	<b>(23)</b>	<b>195</b>	<b>195</b>	<b>–</b>	<b>110</b>	<b>110</b>	<b>–</b>	<b>600</b>	<b>577</b>	<b>(23)</b>

## Overview of resources for the regular budget

29A.65 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 29A.12 and 29A.13. The proposals reflect reductions that were made possible, in part, by improving and streamlining business processes, redistributing work, leveraging and building capacity for data-driven business intelligence and evidence-based management to better inform decision-making and planning capabilities. Further details are provided under the respective components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 29A.12  
**Evolution of financial resources by component and main category of expenditure**

(Thousands of United States dollars)

Component	2019 appropriation	Changes				Total	Percentage	2020	
		Technical adjustments	New/expanded mandates	Other	estimate (before recosting)			estimate (after recosting)	
Executive direction and management	4 282.5	141.8	–	(29.9)	111.9	2.6	4 394.4	193.5	4 587.9
Programme of work	47 978.1	(2 425.3)	–	3 636.1	1 210.8	2.5	49 188.9	1 619.5	50 808.4
Programme support	2 893.0	–	–	(1 288.1)	(1 288.1)	(44.5)	1 604.9	53.3	1 658.2
<b>Total</b>	<b>55 153.6</b>	<b>(2 283.5)</b>	<b>–</b>	<b>2 318.1</b>	<b>34.6</b>	<b>0.1</b>	<b>55 188.2</b>	<b>1 866.3</b>	<b>57 054.5</b>
<b>Main category of expenditure</b>									
Post	38 794.6	2 182.6	–	(1 948.6)	234.0	0.6	39 028.6	1 428.5	40 457.1
Non-post	16 359.0	(4 466.1)	–	4 266.7	(199.4)	(1.2)	16 159.6	437.8	16 597.4
<b>Total</b>	<b>55 153.6</b>	<b>(2 283.5)</b>	<b>–</b>	<b>2 318.1</b>	<b>34.6</b>	<b>0.1</b>	<b>55 188.2</b>	<b>1 866.3</b>	<b>57 054.5</b>

Table 29A.13  
**Evolution of established post resources by category**

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
<b>Professional and higher</b>						
USG	1	–	–	–	1	–
ASG	2	–	–	–	2	–
D-2	7	–	–	–	7	–
D-1	16	–	–	–	16	–
P-5	34	–	–	–	34	–
P-4	46	–	–	–	46	–
P-3	37	–	–	–	37	–
P-2/1	24	–	–	–	24	–
<b>Subtotal</b>	<b>167</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>167</b>	<b>–</b>

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
<b>General Service</b>						
Principal level	21	–	–	(1)	20	(1)
Other level	107	–	–	(22)	85	(22)
<b>Subtotal</b>	<b>128</b>	<b>–</b>	<b>–</b>	<b>(23)</b>	<b>105</b>	<b>(23)</b>
<b>Total</b>	<b>295</b>	<b>–</b>	<b>–</b>	<b>(23)</b>	<b>272</b>	<b>(23)</b>

Note: The breakdown of post changes by component, subprogramme and post level is provided in annex II.

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

## Executive direction and management

- 29A.66 The Under-Secretary-General for Management Strategy, Policy and Compliance is responsible for the overall direction and management of the Department and for providing the Secretary-General with strategic advice on management issues. The Under-Secretary-General represents the Secretary-General on management issues before relevant expert and intergovernmental bodies, such as the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, the International Civil Service Commission and inter-agency coordination mechanisms, including the High-level Committee on Management of CEB, and in the conduct of staff-management consultations. The Under-Secretary-General oversees and provides direction to the Assistant Secretary-General, Controller, the Assistant Secretary-General for Human Resources and the Director of the Business Transformation and Accountability Division. The Under-Secretary-General will also, jointly with the Under-Secretary-General for Operational Support, provide direction and strategic guidance to the Assistant Secretary-General, Chief Information Technology Officer.
- 29A.67 The Office of the Under-Secretary-General provides leadership in the development and delivery of integrated organizational management strategies, policies and models that support a decentralized, field-focused paradigm in which managers are empowered through the new enhanced delegation of authority framework. It provides direction to take advantage of lessons learned and innovative methods to ensure continuous management improvements to meet evolving requirements throughout the Secretariat. It liaises with Member States and other external entities on management-related issues and fosters coordination internally within the Secretariat, as well as externally with the funds, programmes and agencies of the United Nations system, to build partnerships and promote best practices.
- 29A.68 The Under-Secretary-General is assisted by the Assistant Secretary-General, Controller, who provides strategic and policy leadership on all planning, programming, budgetary and financial matters and on the administration of the Financial Regulations and Rules of the United Nations, and by the Assistant Secretary-General for Human Resources, who provides strategic leadership for the simplified and streamlined human resources policy framework and mainstreaming the gender perspective, equitable geographical representation and accessibility into all facets of the work of the Organization through integrated strategies and policies. Working closely together under the guidance of the Under-Secretary-General, the Controller and the Assistant Secretary-General for Human Resources set priorities in adapting strategies and policies to support new and innovative business models and enable managers to be more effective and agile in the delivery of their programmes.
- 29A.69 The Assistant Secretary-General, Controller, will represent the Secretary-General in the committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination and the Independent Audit Advisory Committee in the presentation of all programme and budget documents, including those related to the regular budget, the peacekeeping budgets and the international tribunals, as well as the financial statements of the

Organization. The Controller will advise the Secretary-General and the Under-Secretary-General for Management Strategy, Policy and Compliance on policy relating to the budgets and finances of the United Nations and the related plans and work programmes. Through the Office of Programme Planning, Finance and Budget, the Controller will ensure that the financial framework enables efficient mandate delivery.

- 29A.70 The Assistant Secretary-General for Human Resources will leverage technologies and pursue innovative and holistic approaches to transform the organizational culture, strengthen duty of care, promote inclusion, accessibility and diversity, and drive the creation of a supportive and healthy workplace. The Office of Human Resources will respond proactively to issues arising in the formal and informal system of administration of justice to ensure the efficient, effective and fair implementation of the Organization’s policies, core values and norms. It will build on the integration of the conduct and discipline function for the entire Secretariat and for all categories of personnel to increase consistency, transparency and accountability in the application of the standards of conduct.
- 29A.71 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals that encourages organizations to integrate sustainability information into their reporting cycle, and in compliance with the cross-cutting mandate of the General Assembly in paragraph 19 of its resolution 72/219, the Department is integrating environmental management practices into its work. In line with its functional responsibilities, the Department will continue, in 2020, to mainstream environmental sustainability management into the Secretariat policy framework and enterprise management and accountability system. Operationally, the Department will prioritize reducing its travel-related greenhouse gas emissions by optimizing the use of online collaborative and conferencing platforms, streamlining and combining travel requirements, systematically using tools developed by the International Civil Aviation Organization in organizing meetings and trainings, and opting to travel by train whenever possible.
- 29A.72 Information on compliance with regard to the timely submission of documentation and advanced booking for air travel is reflected in table 29A.14.

Table 29A.14  
**Compliance rate**  
 (Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation			100	100
Air tickets purchased at least 2 weeks before the commencement of travel			100	100

- 29A.73 The proposed regular budget resources for 2020 amount to \$4,394,100 and reflect a net increase of \$111,900 compared with the appropriation for 2019. Additional details are reflected in figures 29A.III to 29A.V and table 29A.15.

Figure 29A.III  
**Resources for executive direction and management as a percentage of the regular budget**  
 (Millions of United States dollars)

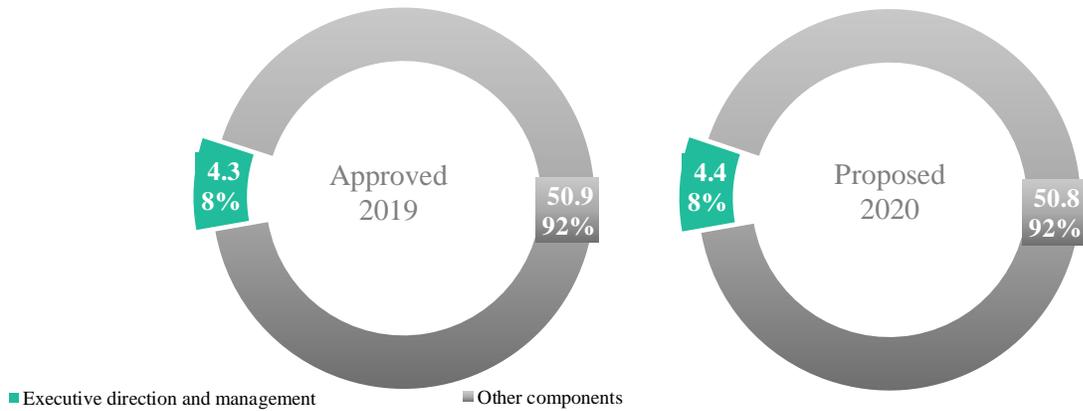
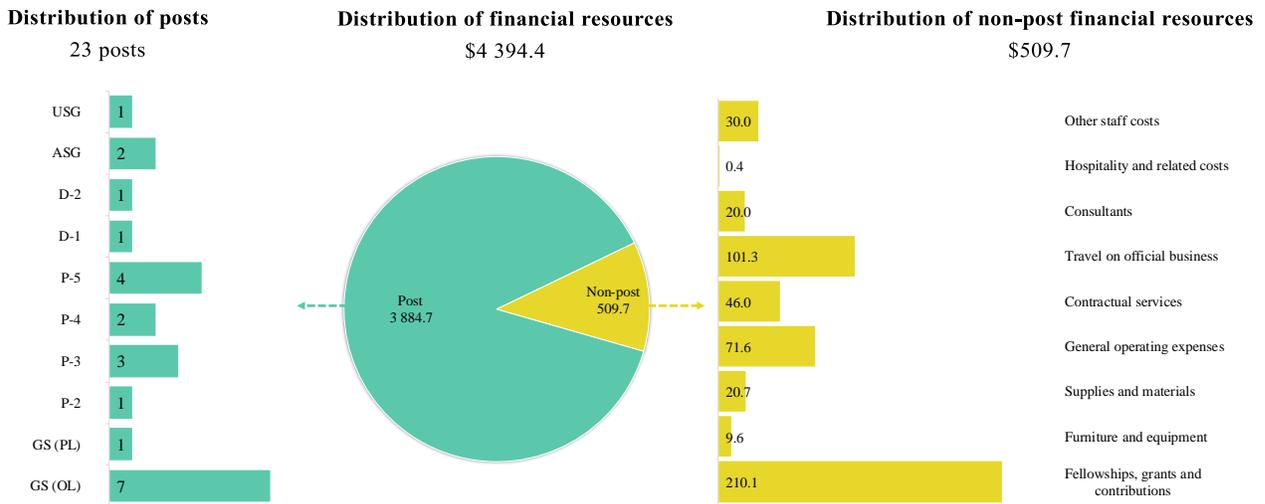


Table 29A.15  
**Executive direction and management: evolution of financial and post resources**  
 (Thousands of United States dollars/number of posts)

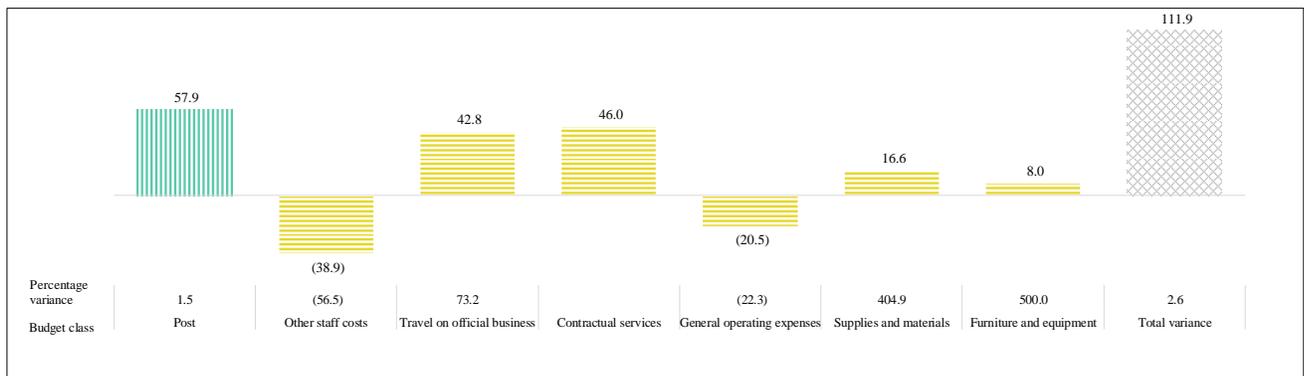
	2019 appropriation	Technical adjustments	Changes				Total	Percentage	2020 estimates (before recosting)
			New/expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>									
Post	3 826.8	141.8	–	(83.9)	57.9	1.5	3 884.7		
Non-post	455.7	–	–	54.0	54.0	11.8	509.7		
<b>Total</b>	<b>4 282.5</b>	<b>141.8</b>	<b>–</b>	<b>(29.9)</b>	<b>111.9</b>	<b>2.6</b>	<b>4 394.4</b>		
<b>Post resources by category</b>									
Professional and higher	15	–	–	–	–	–	15		
General Service and related	9	–	–	(1)	(1)	(11.1)	8		
<b>Total</b>	<b>24</b>	<b>–</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>(4.2)</b>	<b>23</b>		

Figure 29A.IV  
**Executive direction and management: distribution of proposed resources for 2020 (before recosting)**  
 (Number of posts/thousands of United States dollars)



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

Figure 29A.V  
**Executive direction and management: variance between proposed resources for 2020 and appropriation for 2019, by budget class**  
 (Thousands of United States dollars)



29A.74 The variance of \$111,900 reflects:

- (a) **Technical adjustments.** The increase of \$141,800 under post resources relates to the full provision for two posts approved for 2019 by the General Assembly in its resolution [72/266 B](#), for which a 50 per cent vacancy rate was applied;
- (b) **Other changes.** The net decrease of \$29,900 relates to:
  - (i) A decrease of \$83,900 in post resources relating to the proposed abolishment of one post of Administrative Assistant (General Service (Other level)) in the Office of the Controller, owing to the redistribution of work and use of technology to streamline work processes, primarily in the management of correspondences;
  - (ii) An increase of \$54,000 in non-post resources relating to the net effect of the increase in official travel of the Under-Secretary-General to represent the Secretariat at inter-agency

meetings, including CEB and its High-Level Committee on Management, and to the Staff Management Committee in the conduct of staff-management consultations (\$42,800); and the provision relating to the redeployment on a cost-neutral basis of resources for common services costs that were budgeted in the programme support component in 2019 (\$50,700). In line with the new decentralized management paradigm, the Department has applied the principle of decision-making closest to the point of delivery to budget execution. Accordingly, common service costs such as service-level agreements for desktop computing services are decentralized at the component level. The increase is offset in part by the reduction in other staff costs in the Office of the Controller and in the Office of the Assistant Secretary-General for Human Resources (\$30,400), and a reduction in common service costs as a result of streamlining internal processes supported by the better use of technology (\$9,100).

29A.75 As reflected in table 29A.11, the component is supported by other assessed resources estimated at \$1,518,100. The resources would provide for the continuation of one post in the immediate Office of the Under-Secretary-General, one post in the Inter-Agency and Intergovernmental Service and one post in the Office of the Controller, as well as the support account share of the resource requirements for the global service delivery model project team. The component is also supported by extrabudgetary resources projected at \$938,500 that would provide for the continuation of two posts in the Inter-Agency and Intergovernmental Service and one post in the Office of the Controller, as well as the extrabudgetary share of the resource requirements for the global service delivery model project team.

**Programme of work**

29A.76 The proposed regular budget resources for 2020 for programme of work amount to \$49,188,900 and reflect a net increase of \$1,210,800. Additional details are reflected in figures 29A.VI and 29A.VII and table 29A.16.

Figure 29A.VI

**Resources for programme of work as a percentage of the regular budget**

(Millions of United States dollars)

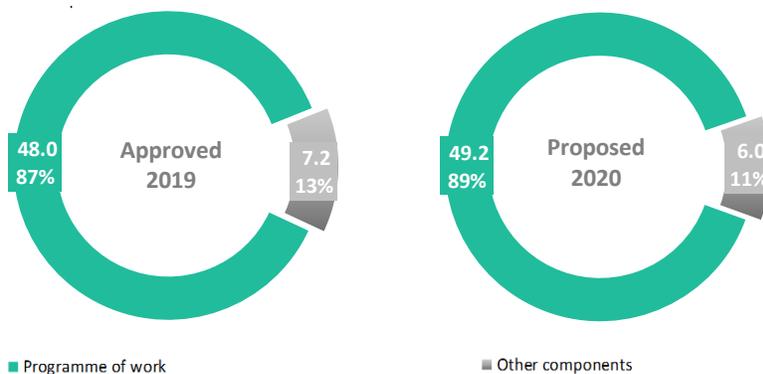


Table 29A.16

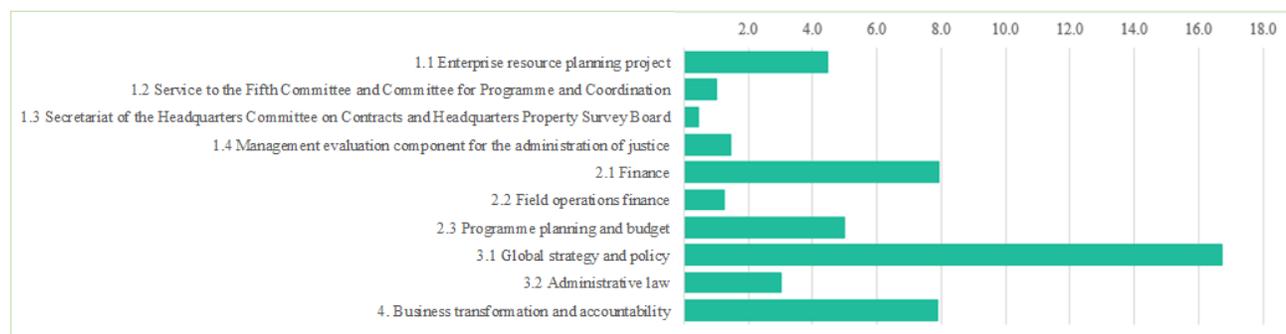
**Programme of work: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 appropriation	Technical adjustments	Changes				2020 estimate (before recosting)
			New/expanded mandates	Other	Total	Percentage	
<b>Financial resources by subprogramme</b>							
1. Enterprise resource planning project, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice							
Component 1: Enterprise resource planning project	4 466.1	(4 466.1)	–	4 466.1	–	–	4 466.1
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	986.1	–	–	28.3	28.3	2.9	1 014.4
Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Service Board	537.1	–	–	(69.8)	(69.8)	(13.0)	467.3
Component 4: Management evaluation component for the administration of justice	1 264.8	141.8	–	51.9	193.7	15.3	1 458.5
2. Programme planning, finance and budget							
Component 1: Finance	7 164.5	–	–	776.8	776.8	10.8	7 941.3
Component 2: Field operations finance	1 430.7	–	–	(162.7)	(162.7)	(11.4)	1 268.0
Component 3: Programme planning and budgeting	5 403.8	–	–	(423.8)	(423.8)	(7.8)	4 980.0
3. Human resources							
Component 1: Global strategy and policy	17 607.3	268.5	–	(1 169.4)	(900.9)	(5.1)	16 706.4
Component 2: Administrative law	2 870.6	155.8	–	(8.7)	147.1	5.1	3 017.7
4. Business transformation and accountability	6 247.1	1 474.7	–	147.4	1 622.1	26.0	7 869.2
<b>Total</b>	<b>47 978.1</b>	<b>(2 425.3)</b>	<b>–</b>	<b>3 636.1</b>	<b>1 210.8</b>	<b>2.5</b>	<b>49 188.9</b>
<b>Financial resources by main category of expenditure</b>							
Post	33 439.5	2 040.8	–	(1 864.7)	176.1	0.5	33 615.6
Non-post	14 538.6	(4 466.1)	–	5 500.8	1 034.7	7.1	15 573.3
<b>Total</b>	<b>47 978.1</b>	<b>(2 425.3)</b>	<b>–</b>	<b>3 636.1</b>	<b>1 210.8</b>	<b>2.5</b>	<b>49 188.9</b>
<b>Post resources by subprogramme</b>							
1. Enterprise resource planning project, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice							
Component 1: Enterprise resource planning project	–	–	–	–	–	–	–
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	6	–	–	–	–	–	6

	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recosting)
		Technical adjustments	New/expanded mandates	Other				
Component 3: Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	4	–	–	(1)	(1)	(25.0)	3	
Component 4: Management evaluation component for the administration of justice	9	–	–	–	–	–	9	
2. Programme planning, finance and budget								
Component 1: Finance	55	–	–	4	4	7.3	59	
Component 2: Field operations finance	8	–	–	(1)	(1)	(12.5)	7	
Component 3: Programme planning and budgeting	36	–	–	(5)	(5)	(13.9)	31	
3. Human resources								
Component 1: Global strategy and policy	79	–	–	(18)	(18)	(22.8)	61	
Component 2: Administrative law	20	–	–	(1)	(1)	(5.0)	19	
4. Business transformation and accountability	42	–	–	–	–	–	42	
<b>Total</b>	<b>259</b>	<b>–</b>	<b>–</b>	<b>(22)</b>	<b>(22)</b>	<b>(8.5)</b>	<b>237</b>	

Figure 29A.VII  
**Distribution of proposed resources for 2020 by subprogramme**  
(Millions of United States dollars)



### Subprogramme 1

#### Enterprise resource planning project, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and the management evaluation component of the administration of justice

29A.77 The proposed regular budget resources for 2020 for subprogramme 1 amount to \$7,406,300 and reflect a net increase of \$152,200. Additional information for each component in the subprogramme is provided below.

### Component 1

#### Enterprise resource planning project

29A.78 The amount of \$4,466,100 under grants and contributions would provide for the estimated regular budget share for 2020 for the enterprise resource planning project.

**Section 29 Management and support services**  
**Subsection 29A Department of Management Strategy, Policy and Compliance**

29A.79 As reflected in table 29A.11, the estimated non-regular budget share for the project amounts to \$26,565,100, comprising other assessed resources of \$19,376,900 and extrabudgetary resources of \$7,188,200. Detailed information on the resource requirements will be provided in the eleventh progress report on the enterprise resource planning project, based on the deployment of Umoja Extension 2 during 2019, the post-deployment stabilization during 2020 and proposals for mainstreaming the project.

Table 29A.17

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

(Thousands of United States dollars/number of posts)

	<i>Changes</i>					<i>Percentage</i>	<i>2020 estimate (before recosting)</i>
	<i>2019 appropriation</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>		
<b>Financial resources by main category of expenditure</b>							
Non-post	4 466.1	(4 466.1)	–	4 466.1	–	–	4 466.1
<b>Total</b>	<b>4 466.1</b>	<b>(4 466.1)</b>	<b>–</b>	<b>4 466.1</b>	<b>–</b>	<b>–</b>	<b>4 466.1</b>

**Component 2**  
**Services to the Fifth Committee of the General Assembly and to  
the Committee for Programme and Coordination**

29A.80 The proposed regular budget resources for 2020 amount to \$1,014,400 and reflect a net increase of \$28,300. Additional details are reflected in table 29A.18 and figures 29A.VIII and 29A.IX

Table 29A.18

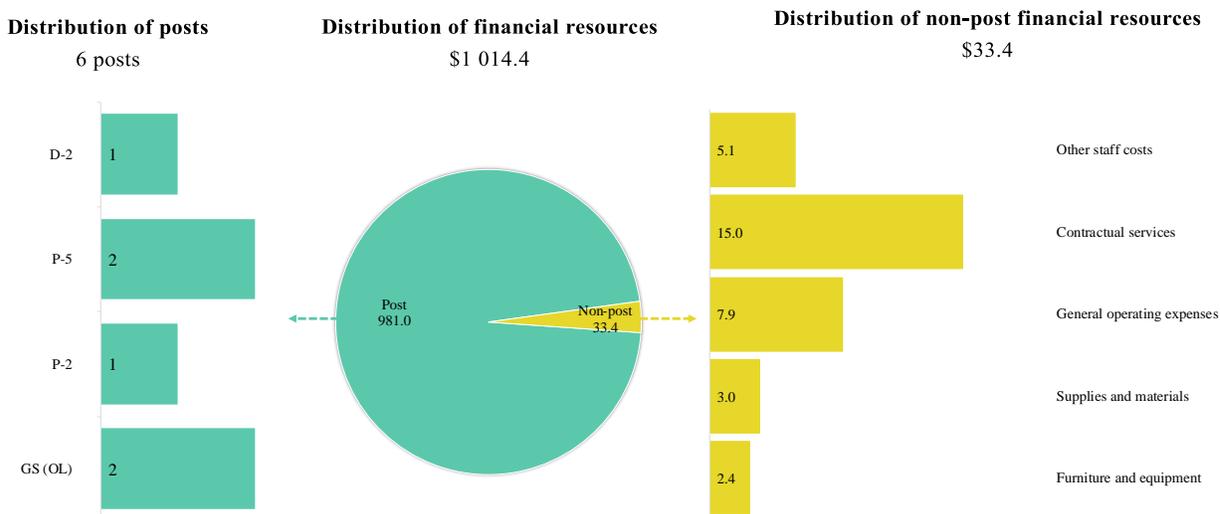
**Subprogramme 1, component 2: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	<i>Changes</i>					<i>Percentage</i>	<i>2020 estimate (before recosting)</i>
	<i>2019 appropriation</i>	<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>		
<b>Financial resources by main category of expenditure</b>							
Post	981.0	–	–	–	–	–	981.0
Non-post	5.1	–	–	28.3	28.3	554.9	33.4
<b>Total</b>	<b>986.1</b>	<b>–</b>	<b>–</b>	<b>28.3</b>	<b>28.3</b>	<b>2.9</b>	<b>1 014.4</b>
<b>Post resources by category</b>							
Professional and higher	4	–	–	–	–	–	4
General Service and related	2	–	–	–	–	–	2
<b>Total</b>	<b>6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>6</b>

Figure 29A.VIII  
**Subprogramme 1, component 2: distribution of proposed resources for 2020 (before recosting)**

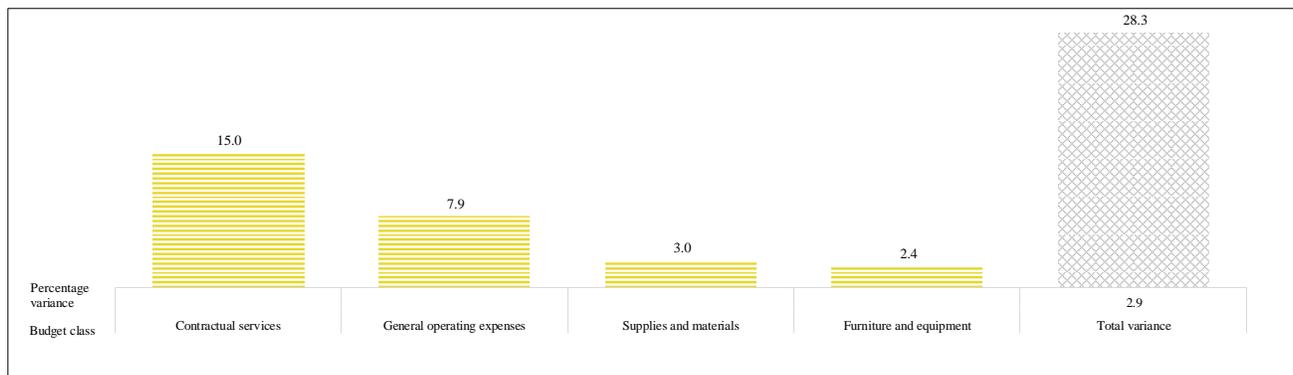
(Number of posts/thousands of United States dollars)



Abbreviation: GS (OL), General Service (Other level).

Figure 29A.IX  
**Subprogramme 1, component 2: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



29A.81 The variance of \$28,300 reflects:

**Other changes.** The provision of \$28,300 relates to the redeployment on a cost-neutral basis of resources for common services costs that were budgeted in the programme support component in 2019.

29A.82 As reflected in table 29A.11, the component is supported by other assessed resources of \$394,400. The resources would provide for the continuation of two posts in the Secretariat of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination.

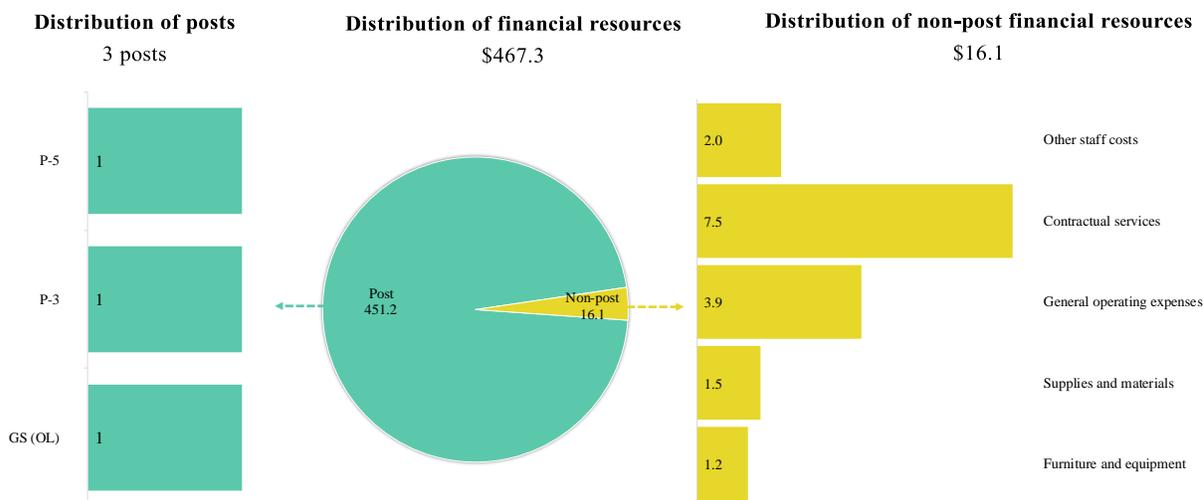
### Component 3 Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board

29A.83 The proposed regular budget resources for 2020 amount to \$467,300 and reflect a net decrease of \$69,800. Additional details are reflected in table 29A.19 and figures 29A.X and 29A.XI.

Table 29A.19  
**Subprogramme 1, component 3: evolution of financial and post resources**  
 (Thousands of United States dollars/number of posts)

	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recosting)
		Technical adjustments	New/ expanded mandates	Other				
<b>Financial resources by main category of expenditure</b>								
Post	535.1	–	–	(83.9)	(83.9)	(15.7)	451.2	
Non-post	2.0	–	–	14.1	14.1	705.0	16.1	
<b>Total</b>	<b>537.1</b>	<b>–</b>	<b>–</b>	<b>(69.8)</b>	<b>(69.8)</b>	<b>(13.0)</b>	<b>467.3</b>	
<b>Post resources by category</b>								
Professional and higher	2	–	–	–	–	–	2	
General Service and related	2	–	–	(1)	(1)	(50.0)	1	
<b>Total</b>	<b>4</b>	<b>–</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>(25.0)</b>	<b>3</b>	

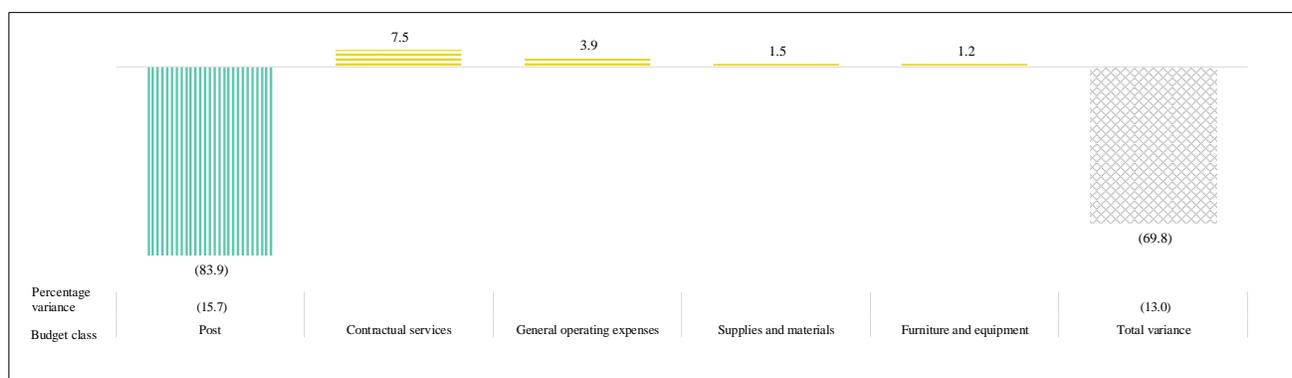
Figure 29A.X  
**Subprogramme 1, component 3: distribution of proposed resources for 2020 (before recosting)**  
 (Number of posts/thousands of United States dollars)



Abbreviation: GS (OL), General Service (Other level).

Figure 29A.XI  
**Subprogramme 1, component 3: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



29A.84 The variance of \$69,800 reflects:

**Other changes.** The net decrease of \$69,800 relates to:

- (a) A decrease of \$83,900 in post resources relating to the proposed abolishment of one post of Administrative Assistant (General Service (Other level)) as a result of a redistribution of work and the use of technology to streamline internal processes;
- (b) An increase of \$14,100 in non-post resources relating to the redeployment on a cost-neutral basis of resources for common services costs that were budgeted in the programme support component in 2019.

29A.85 As reflected in table 29A.11, the component is supported by other assessed resources of \$ 1,299,900 that would provide for the continuation of six posts related to the work of the Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board.

### Component 4 Management evaluation component for the administration of justice

29A.86 The proposed regular budget resources for 2020 amount to \$1,458,500 and reflect a net increase of \$193,700 compared with the appropriation for 2019. Additional details are reflected in table 29A.20 and figures 29A.XII and 29A.XIII.

Table 29A.20  
**Subprogramme 1, component 4: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

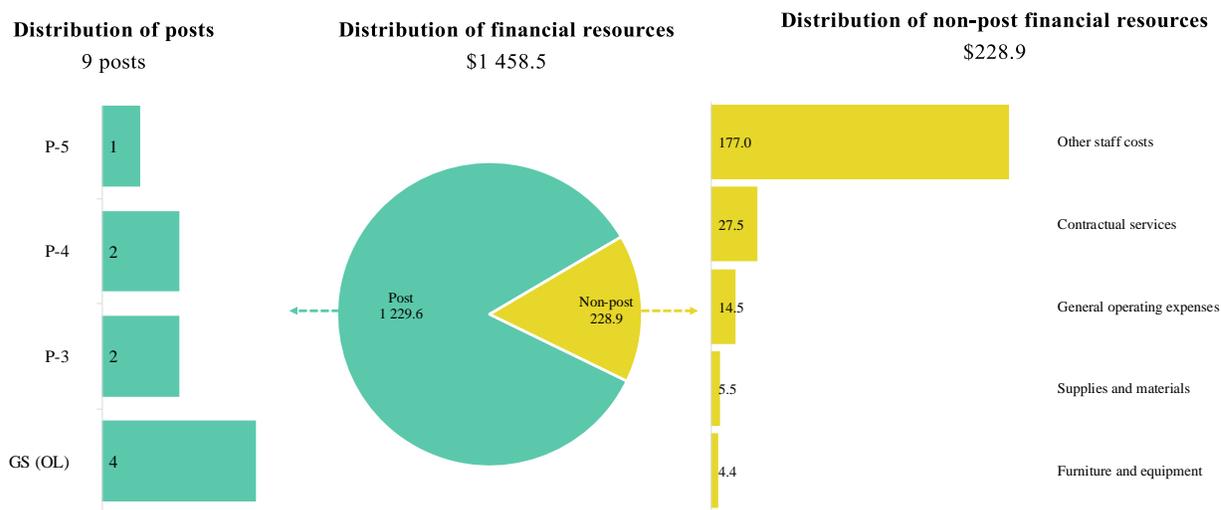
	Changes					Percentage	2020 estimate (before recosting)
	2019 appropriation	Technical adjustments	New/expanded mandates	Other	Total		
<b>Financial resources by main category of expenditure</b>							
Post	1 087.8	141.8	–	–	141.8	13.0	1 229.6
Non-post	177.0	–	–	51.9	51.9	29.3	228.9
<b>Total</b>	<b>1 264.8</b>	<b>141.8</b>	<b>–</b>	<b>51.9</b>	<b>193.7</b>	<b>15.3</b>	<b>1 458.5</b>

**Section 29 Management and support services**  
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	Changes					2020 estimate (before recosting)
	2019 appropriation	Technical adjustments	New/expanded mandates	Other	Total	
<b>Post resources by category</b>						
Professional and higher	5	–	–	–	–	–
General Service and related	4	–	–	–	–	–
<b>Total</b>	<b>9</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

Figure 29A.XII  
**Subprogramme 1, component 4: distribution of proposed resources for 2020 (before recosting)**

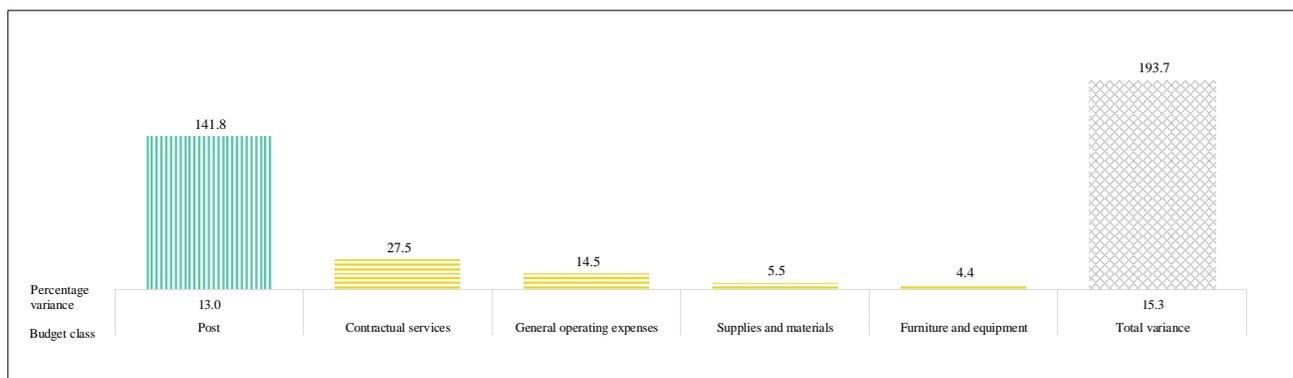
(Number of posts/thousands of United States dollars)



Abbreviation: GS (OL), General Service (Other level).

Figure 29A.XIII  
**Subprogramme 1, component 4: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



29A.87 The variance of \$193,700 reflects:

- (a) **Technical adjustments.** The increase of \$141,800 under post resources reflects the full provision for two posts approved for 2019 by the General Assembly in its resolution 72/266 B, for which a 50 per cent vacancy rate was applied;
- (b) **Other changes.** The increase of \$51,900 relates to the redeployment on a cost-neutral basis of resources for common services costs that were budgeted in the programme support component in 2019.

29A.88 As reflected in table 29A.11, the component is supported by other assessed resources of \$148,300. The resources would provide for the continuation of one general temporary assistance position for management evaluation cases related to peacekeeping operations.

## Subprogramme 2 Programme planning, finance and budget

29A.89 The proposed regular budget resources for 2020 for subprogramme 2 amount to \$14,189,300 and reflect a net increase of \$190,300. Additional information for each component in the subprogramme is provided below.

### Component 1 Finance

29A.90 The proposed regular budget resources for 2020 amount to \$7,941,300 and reflects a net increase of \$776,800 compared with the appropriation for 2019. Additional details are reflected in table 29A.21 and figures 29A.XIV and 29A.XV.

Table 29A.21

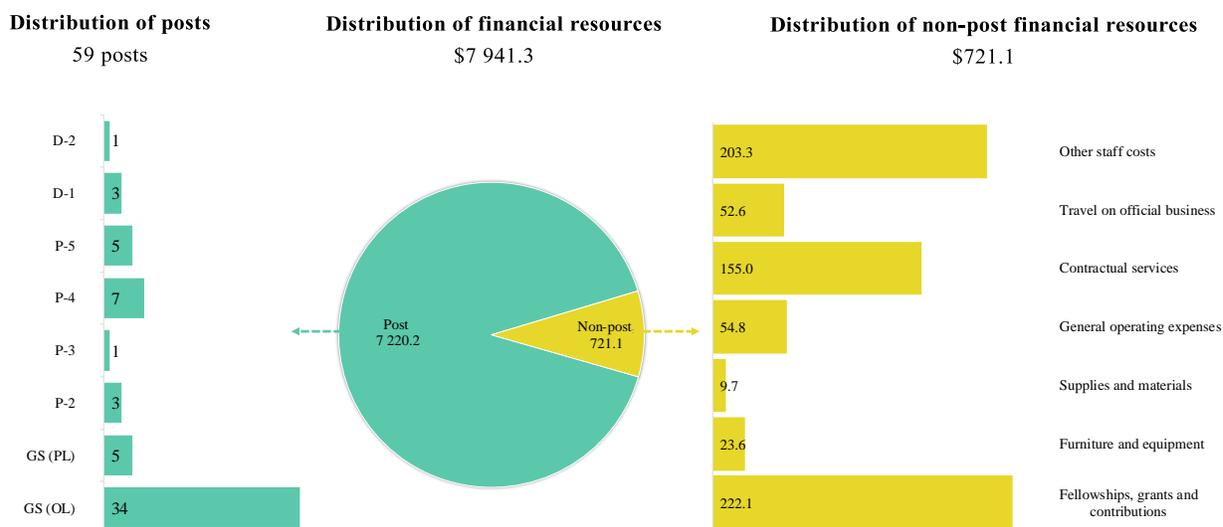
#### Subprogramme 2, component 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes					Total	Percentage	2020 estimate (before recosting)
	2019 appropriation	Technical adjustments	New/expanded mandates	Other				
<b>Financial resources by main category of expenditure</b>								
Post	6 696.7	–	–	523.5	523.5	7.8	7 220.2	
Non-post	467.8	–	–	253.3	253.3	54.1	721.1	
<b>Total</b>	<b>7 164.5</b>	<b>–</b>	<b>–</b>	<b>776.8</b>	<b>776.8</b>	<b>10.8</b>	<b>7 941.3</b>	
<b>Post resources by category</b>								
Professional and higher	17	–	–	3	3	17.6	20	
General Service and related	38	–	–	1	1	2.6	39	
<b>Total</b>	<b>55</b>	<b>–</b>	<b>–</b>	<b>4</b>	<b>4</b>	<b>7.3</b>	<b>59</b>	

Figure 29A.XIV  
**Subprogramme 2, component 1: distribution of proposed resources for 2020 (before recosting)**

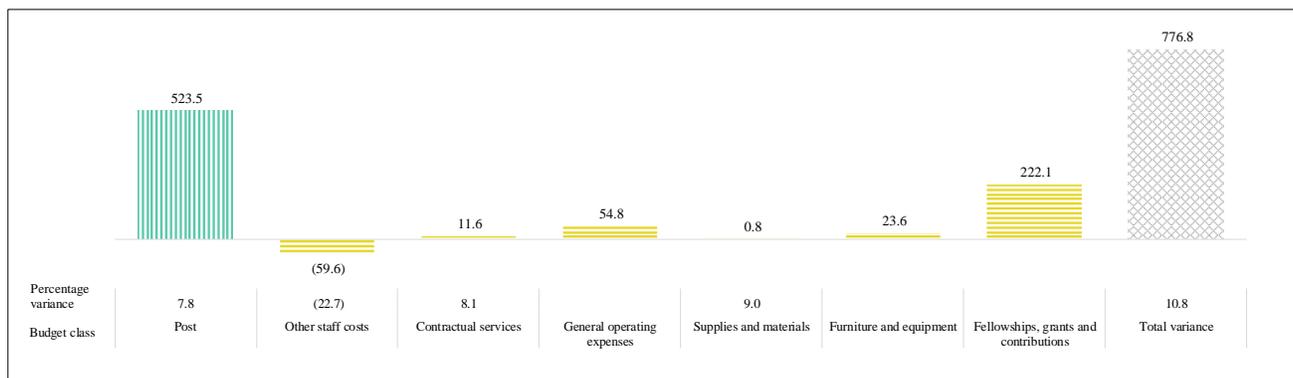
(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 29A.XV  
**Subprogramme 2, component 1: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



29A.91 The variance of \$776,800 reflects:

**Other changes.** The net increase of \$776,800 relates to:

- (a) An increase of \$523,500 in post resources relating to the inward redeployment of five posts (1 P-4, 2 P-2 and 2 General Service (Other level)) in connection with the transfer of the Trust Funds Management Section from component 3, Programme planning and budgeting (\$607,400), offset in part by the proposed abolishment of one post of Team Assistant (General Service (Other level)), attributable to the redistribution of work (\$83,900). Experience gained following the management reform and the establishment of the Office of Programme Planning, Finance and Budget has made it apparent that it would be more effective to position the Trust Funds Management Section closer to the area responsible for the policy on programme support

costs, to treasury services and to the Contributions Unit for closer collaboration in relation to the collection of assessed and voluntary contributions;

- (b) An increase of \$253,300 in non-post resources relating to the transfer of the regular budget share of the master data management team from the Global Service Centre to component 1 (\$222,100) and the redeployment, on a cost-neutral basis, of resources for common services costs that were budgeted in the programme support component in 2019 (\$93,500). The increase is offset in part by reduced requirements under other staff costs related to general temporary assistance for peak workload periods owing to the redistribution of work and efficiencies arising from the automation of financial statements (\$59,600).

29A.92 As reflected in table 29A.11, the component is supported by projected other assessed and extrabudgetary resources amounting to \$25,682,000 and \$10,629,900, respectively. Other assessed resources would provide for the continuation of 53 posts, and extrabudgetary resources would provide for the continuation of 68 posts. The overall projected increase in the amount of \$9,486,300 compared with 2019 relates primarily to the proposed transfer of five posts under other assessed and seven posts under extrabudgetary resources in connection with the transfer of the Trust Funds Management Section from component 3 as of 1 July 2020, and the redeployment of the after-service health insurance requirements under the peacekeeping support account from the programme support component as of 1 July 2019.

## Component 2 Field operations finance

29A.93 The proposed regular budget resources for 2020 amount to \$1,268,000 and reflect a net decrease of \$162,700 compared with the appropriation for 2019. Additional details are reflected in table 29A.22 and figures 29A.XVI and 29A.XVII.

Table 29A.22

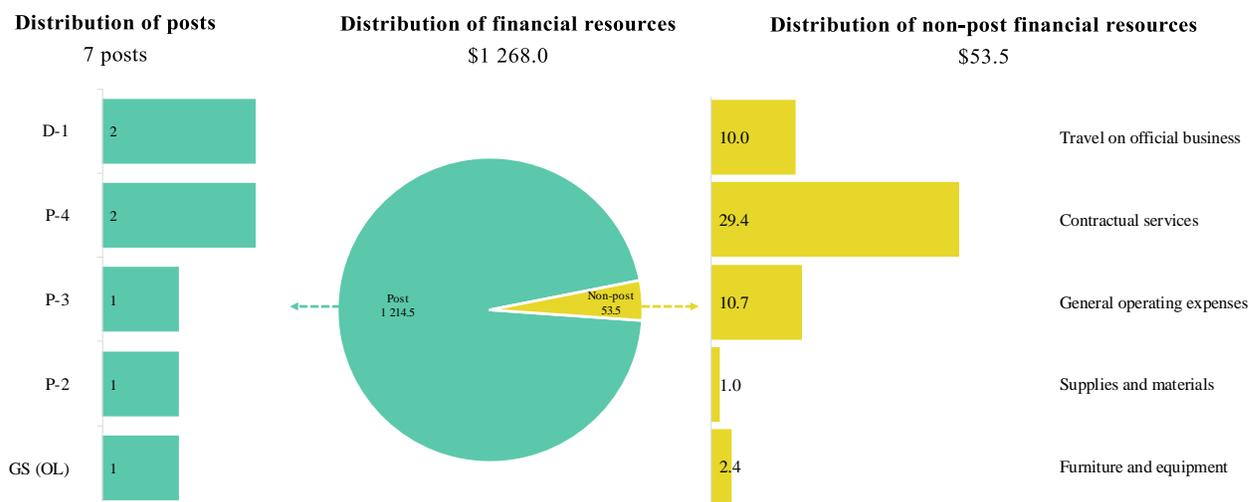
### Subprogramme 2, component 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recosting)
		Technical adjustments	New/expanded mandates	Other				
<b>Financial resources by main category of expenditure</b>								
Post	1 402.1	–	–	(187.6)	(187.6)	(13.4)	1 214.5	
Non-post	28.6	–	–	24.9	24.9	87.1	53.5	
<b>Total</b>	<b>1 430.7</b>	<b>–</b>	<b>–</b>	<b>(162.7)</b>	<b>(162.7)</b>	<b>(11.4)</b>	<b>1 268.0</b>	
<b>Post resources by category</b>								
Professional and higher	7	–	–	(1)	(1)	(14.3)	6	
General Service and related	1	–	–	–	–	–	1	
<b>Total</b>	<b>8</b>	<b>–</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>(12.5)</b>	<b>7</b>	

Figure 29A.XVI  
**Subprogramme 2, component 2: distribution of proposed resources for 2020 (before recosting)**

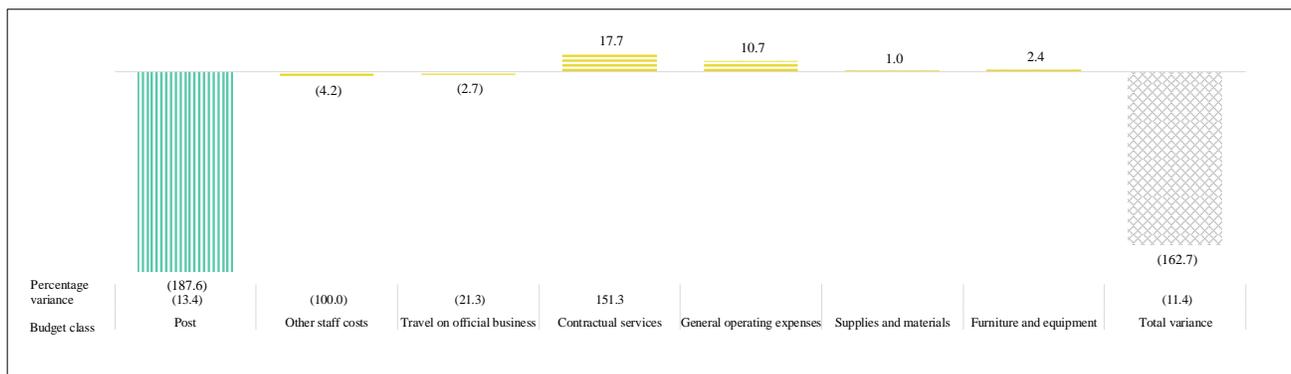
(Number of posts/thousands of United States dollars)



Abbreviation: GS (OL), General Service (Other level).

Figure 29A.XVII  
**Subprogramme 2, component 2: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



29A.94 The variance of \$162,700 reflects:

**Other changes.** The net decrease of \$162,700 relates to:

- (a) A decrease of \$187,600 in post resources relating to the proposed outward redeployment of one post of Finance and Budget Officer (P-4) to component 3, Programme planning and budget. Following the implementation of the management reform approved by the General Assembly in its resolution 72/266 B, a review of the resources from all funding sources allocated to components 2 and 3 was undertaken, and it is proposed that one regular-budget funded P-4 post be redeployed from component 2 to component 3, while one P-4 post funded from special political missions currently located in component 3 would be redeployed to component 2, with the staffing resources available to both components remaining the same;

- (b) A net increase of \$24,900 in non-post resources relates to the redeployment, on a cost-neutral basis, of resources for common services costs that were budgeted in the programme support component in 2019, offset in part by decreased requirements under other staff costs and travel in accordance with expenditure patterns.

29A.95 As reflected in table 29A.11, the component is financed primarily from the support account for peacekeeping operations and extrabudgetary resources estimated at \$7,996,900 and \$685,600, respectively. The resources would provide for the continuation of 43 posts under the support account for peacekeeping operations and 4 posts funded from extrabudgetary resources. The proposed budget for the support account for peacekeeping operations ([A/73/793](#)) is to be considered by the General Assembly at the second part of its resumed seventy-third session, in May 2019.

### Component 3 Programme planning and budgeting

29A.96 The proposed regular budget resources for 2020 amount to \$4,980,000 and reflect a net decrease of \$423,800 compared with the appropriation for 2019. Additional details are reflected in table 29A.23 and figures 29A.XVIII and 29A.XIX.

Table 29A.23

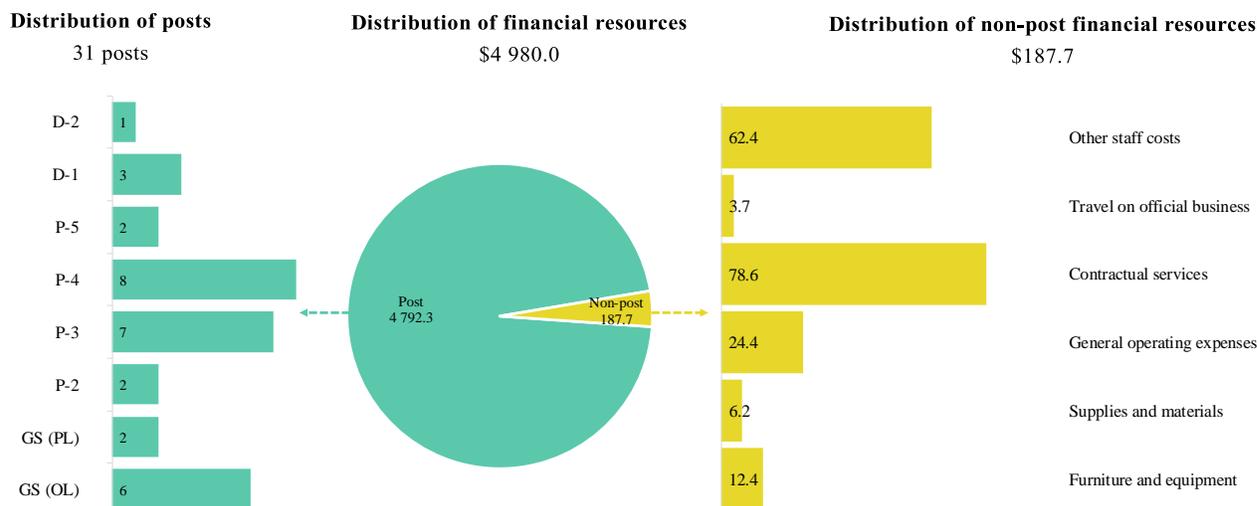
#### Subprogramme 2, component 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes					Total	Percentage	2020 estimate (before recosting)
	2019 appropriation	Technical adjustments	New/expanded mandates	Other				
<b>Financial resources by main category of expenditure</b>								
Post	5 296.0	–	–	(503.7)	(503.7)	(9.5)	4 792.3	
Non-post	107.8	–	–	79.9	79.9	74.1	187.7	
<b>Total</b>	<b>5 403.8</b>	<b>–</b>	<b>–</b>	<b>(423.8)</b>	<b>(423.8)</b>	<b>(7.8)</b>	<b>4 980.0</b>	
<b>Post resources by category</b>								
Professional and higher	25	–	–	(2)	(2)	(8.0)	23	
General Service and related	11	–	–	(3)	(3)	(27.3)	8	
<b>Total</b>	<b>36</b>	<b>–</b>	<b>–</b>	<b>(5)</b>	<b>(5)</b>	<b>(13.9)</b>	<b>31</b>	

Figure 29A.XVIII  
**Subprogramme 2, component 3: distribution of proposed resources for 2020 (before recosting)**

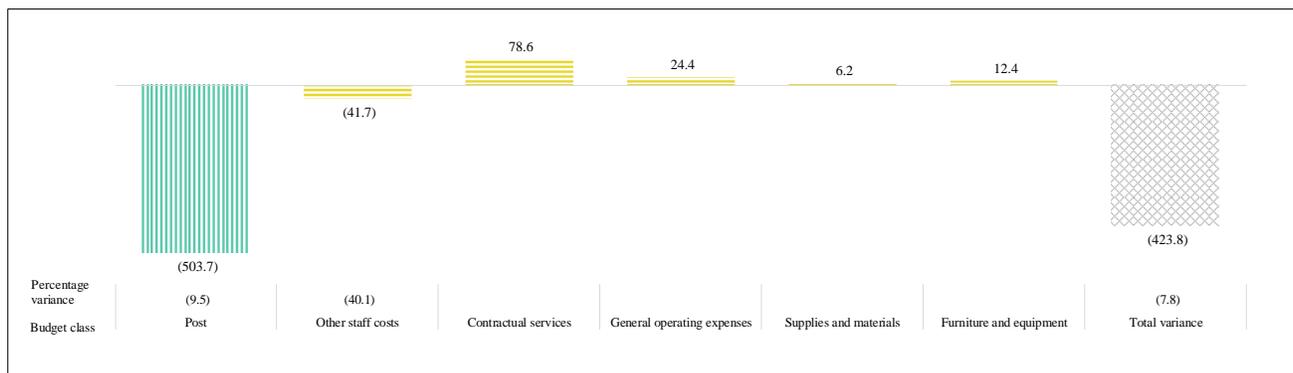
(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 29A.XIX  
**Subprogramme 2, component 3: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



29A.97 The variance of \$423,800 reflects:

**Other changes.** The net decrease of \$423,800 relates:

- (a) A decrease of \$503,700 in post resource relates to the outward redeployment of five posts (1 P-4, 2 P-2 and 2 General Service (Other level)) in connection with the transfer of the Trust Funds Management Section to component 1, Finance (\$607,400), and the proposed abolishment of one post of Budget Assistant (General Service (Other level)) made possible by the redistribution of work (\$83,900). The decrease is offset in part by the inward redeployment of one Finance and Budget Officer (P-4) from component 2, Field operations finance (\$187,600). As indicated in paragraph 29A.91, it was deemed more effective for the Trust Funds Management Section to be under component 1. Likewise, as indicated in paragraph

29A.94, on the basis of a review of resources from all funding sources allocated to components 2 and 3, it is proposed that this P-4 post be redeployed from component 2;

- (b) An increase of \$79,900 in non-post resources relates to the redeployment, on a cost-neutral basis, of resources for common services costs that were budgeted in the programme support component in 2019 (\$121,600), offset in part by reduced requirements under general temporary assistance for peak workload periods resulting from the redistribution of work within the component (\$41,700).

29A.98 As reflected in table 29A.11, the component is supported by other assessed and extrabudgetary resources estimated at \$399,700 and \$2,206,100, respectively. For the Trust Funds Management Section through June 2020, other assessed resources would provide for the continuation of five posts, and extrabudgetary resources would provide funding for seven posts. Separately, extrabudgetary resources would provide for the continuation of nine posts in 2020. The overall projected decrease in the amount of \$976,400 compared with 2019 relates broadly to the transfer of five posts under other assessed and seven post under extrabudgetary resources in relation to the transfer of the Trust Funds Management Section to component 1, Finance.

### Subprogramme 3 Human resources

29A.99 The proposed regular budget resources for 2020 for subprogramme 3 amount to \$19,724,100 and reflect a net decrease of \$753,800. Additional information for each component in the subprogramme is provided below.

### Component 1 Global strategy and policy

29A.100 The proposed regular budget resources for 2020 amount to \$16,706,400 and reflect a net decrease of \$900,900 compared with the appropriation for 2019. Additional details are reflected in table 29A.24 and figures 29A.XX and 29A.XXI.

Table 29A.24

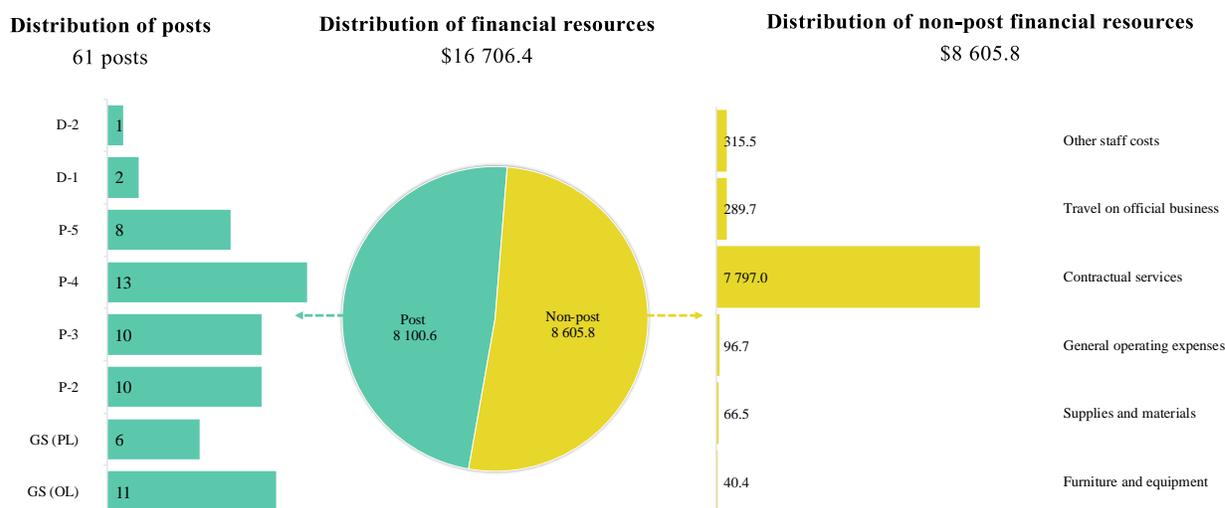
#### Subprogramme 3, component 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recosting)
		Technical adjustments	New/expanded mandates	Other				
<b>Financial resources by main category of expenditure</b>								
Post	9 361.2	268.5	–	(1 529.1)	(1 260.6)	(13.5)	8 100.6	
Non-post	8 246.1	–	–	359.7	359.7	4.4	8 605.8	
<b>Total</b>	<b>17 607.3</b>	<b>268.5</b>	<b>–</b>	<b>(1 169.4)</b>	<b>(900.9)</b>	<b>(5.1)</b>	<b>16 706.4</b>	
<b>Post resources by category</b>								
Professional and higher	44	–	–	–	–	–	44	
General Service and related	35	–	–	(18)	(18)	(51.4)	17	
<b>Total</b>	<b>79</b>	<b>–</b>	<b>–</b>	<b>(18)</b>	<b>(18)</b>	<b>(22.8)</b>	<b>61</b>	

Figure 29A.XX  
**Subprogramme 3, component 1: distribution of proposed resources for 2020 (before recosting)**

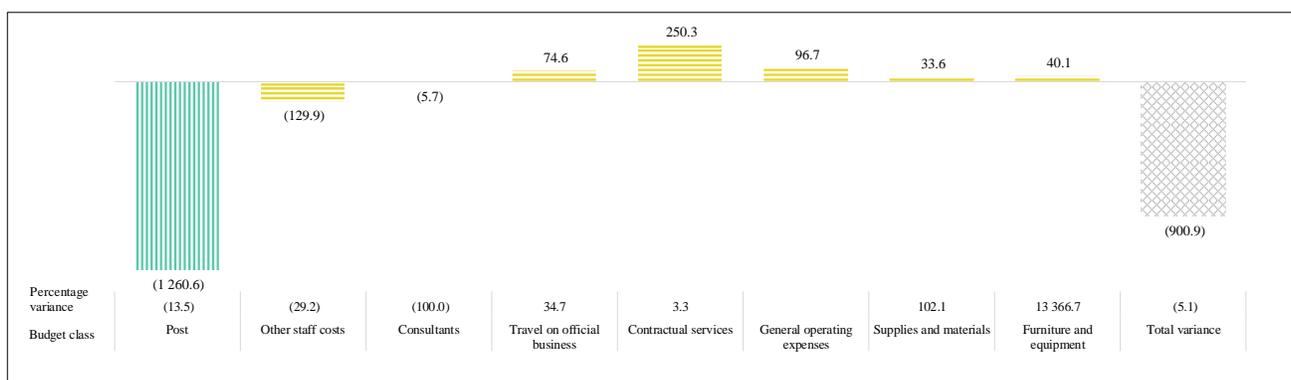
(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 29A.XXI  
**Subprogramme 3, component 1: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



29A.101 The variance of \$900,900 reflects:

- (a) **Technical adjustments.** The net increase of \$268,500 under post resources reflects the full provision for three posts approved for 2019 by the General Assembly in its resolution [72/266 B](#), for which a 50 per cent vacancy rate was applied;
- (b) **Other changes.** The net decrease of \$1,169,400 reflects:
  - (i) The decrease of \$1,529,100 in post resources relates to the outward redeployment of one General Service (Principal level) and 15 General Service (Other level) posts from the component to Section 29B, Department of Operational Support, to put in place interim arrangements to perform functions proposed for transfer to the service centres, pending the decision by the General Assembly at its seventy-fourth session on the report of the Secretary-General on the global service delivery model (\$1,361,100), and the abolition

of two Human Resources Assistant (General Service (Other level)) posts due to the streamlining of processes and redistribution of workload (\$168,000);

- (ii) The net increase of \$359,700 in non-post resources relates to the net impact of an increase of \$2,400,000 under contractual services to strengthen training to Secretariat staff to facilitate better change management and the adoption of reform-related changes; an increase of \$74,600 in travel for the Staff-Management Committee meetings, reflecting historical expenditure; salary costs for the President of the Staff-Management Committee (\$30,400), which have not previously been budgeted but absorbed within existing resources; and the redeployment, on a cost-neutral basis, of resources for common services costs that were budgeted in the programme support component in 2019 (\$480,700). The increase is offset in part by a reduction of \$2,460,000 under contractual services reflecting the outward redeployment to section 29B, Department of Operational Support, of resources for the capacity development support programmes that will be implemented by the Department of Operational Support in 2020; a reduction in other staff costs (\$160,300), including the proposed abolishment of one General Service (Other level) general temporary assistance position; and a reduction in consultants (\$5,700).

29A.102 As reflected in table 29A.11, the component is supported by other assessed and extrabudgetary resources estimated at \$3,064,900 and \$1,428,000, respectively. Other assessed resources would provide for the continuation of 13 posts and extrabudgetary resources would provide for the continuation of 7 posts.

## Component 2 Administrative law

29A.103 The proposed regular budget resources for 2020 amount to \$3,017,700 and reflect a net increase of \$147,100 compared with the appropriation for 2019. Additional details are reflected in table 29A.25 and figures 29A.XXII and 29A.XXIII.

Table 29A.25

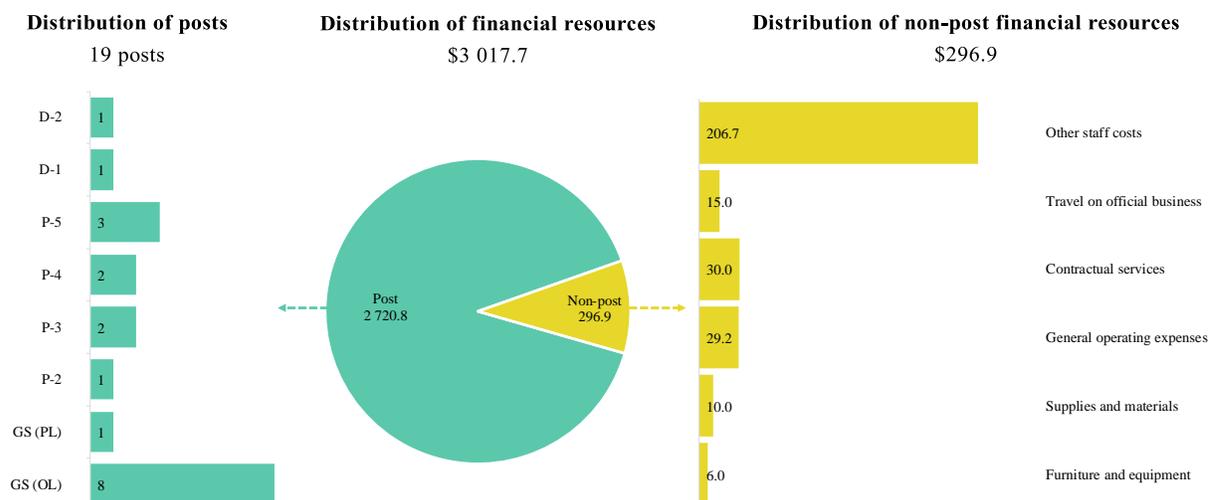
### Subprogramme 3, component 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recosting)
		Technical adjustments	New/expanded mandates	Other				
<b>Financial resources by main category of expenditure</b>								
Post	2 648.9	155.8	–	(83.9)	71.9	2.7	2 720.8	
Non-post	221.7	–	–	75.2	75.2	33.9	296.9	
<b>Total</b>	<b>2 870.6</b>	<b>155.8</b>	<b>–</b>	<b>(8.7)</b>	<b>147.1</b>	<b>5.1</b>	<b>3 017.7</b>	
<b>Post resources by category</b>								
Professional and higher	10	–	–	–	–	–	10	
General Service and related	10	–	–	(1)	(1)	(10.0)	9	
<b>Total</b>	<b>20</b>	<b>–</b>	<b>–</b>	<b>(1)</b>	<b>(1)</b>	<b>(5.0)</b>	<b>19</b>	

Figure 29A.XXII  
**Subprogramme 3, component 2: distribution of proposed resources for 2020 (before recosting)**

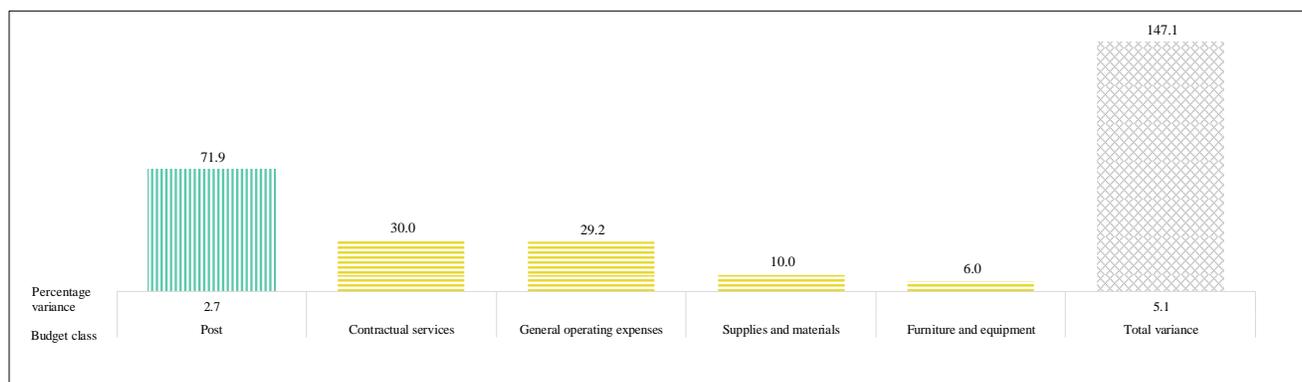
(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 29A.XXIII  
**Subprogramme 3, component 2: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



29A.104 The variance of \$147,100 reflects:

- (a) **Technical adjustments.** The net increase of \$155,800 under post resources reflects the full provision for two posts approved for 2019 by the General Assembly in its resolution [72/266 B](#), for which a 50 per cent vacancy rate was applied;
- (b) **Other changes.** The net decrease of \$8,700 reflects:
  - (i) The decrease of \$83,900 in post resources relates to the proposed abolishment of one Legal Assistant (General Service (Other level)) post;
  - (ii) The net increase of \$75,200 in non-post resources relates to the redeployment, on a cost-neutral basis, of resources for common services costs that were budgeted in the programme support component in 2019.

29A.105 As reflected in table 29A.11, the component is supported by other assessed and extrabudgetary resources amounting to \$5,014,400 and \$531,200, respectively. Other assessed resources would provide for the continuation of 27 posts and extrabudgetary resources would provide for the continuation of 2 posts.

### Subprogramme 4 Business transformation and accountability

29A.106 The proposed regular budget resources for 2020 amount to \$7,869,200 and reflect a net increase of \$1,622,100 compared with the appropriation for 2019. Additional details are reflected in table 29A.26 and figures 29A.XXIV and 29A.XXV.

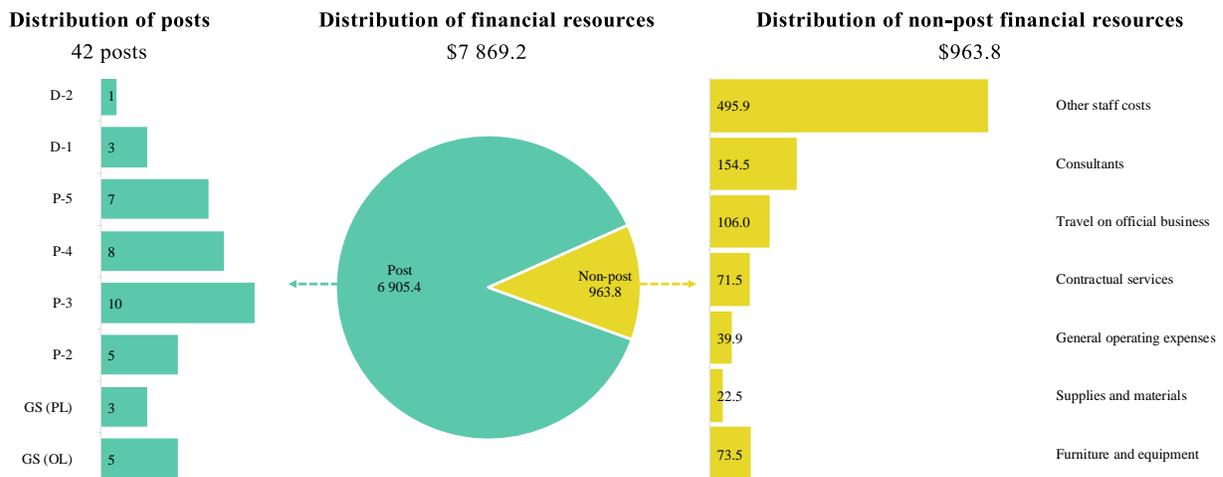
Table 29A.26  
**Subprogramme 4: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recosting)
		Technical adjustments	New/expanded mandates	Other				
<b>Financial resources by main category of expenditure</b>								
Post	5 430.7	1 474.7	–	–	1 474.7	27.2	6 905.4	
Non-post	816.4	–	–	147.4	147.4	18.1	963.8	
<b>Total</b>	<b>6 247.1</b>	<b>1 474.7</b>	<b>–</b>	<b>147.4</b>	<b>1 622.1</b>	<b>26.0</b>	<b>7 869.2</b>	
<b>Post resources by category</b>								
Professional and higher	34	–	–	–	–	–	34	
General Service and related	8	–	–	–	–	–	8	
<b>Total</b>	<b>42</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>42</b>	

Figure 29A.XXIV  
**Subprogramme 4: distribution of proposed resources for 2020 (before recosting)**

(Number of posts/thousands of United States dollars)

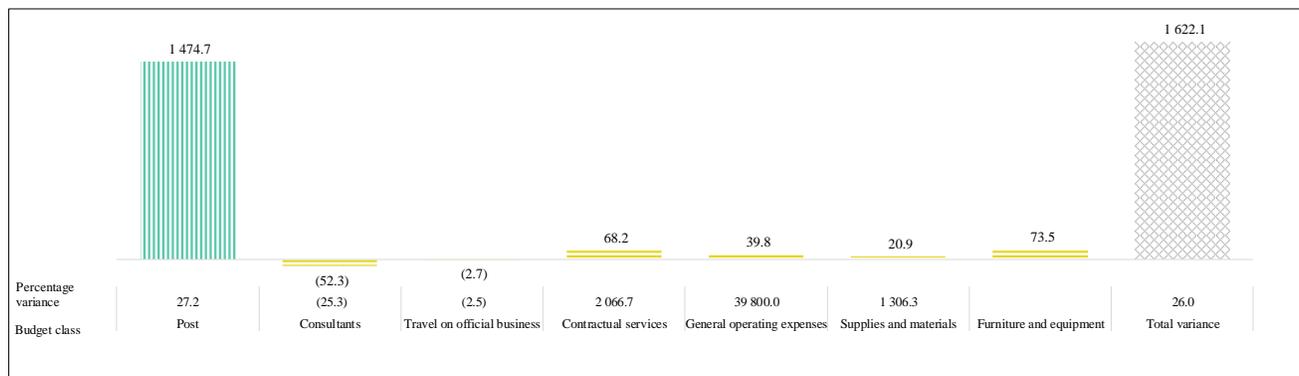


Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 29A.XXV

**Subprogramme 4: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



29A.107 The variance of \$1,622,100 reflects:

- (a) **Technical adjustments.** The increase of \$1,474,700 under post resources reflects the full provision for 20 posts approved for 2019 by the General Assembly in its resolution [72/266 B](#), for which a 50 per cent vacancy rate was applied;
- (b) **Other changes.** The net increase of \$147,400 in non-post resources relates to requirements for software and licences for the Secretariat-wide risk register (\$60,000) and the redeployment, on a cost-neutral basis, of resources for common services costs that were budgeted in the programme support component in 2019 (\$142,400). The increases are offset in part by reductions under consultants and experts (\$52,300) and travel of staff (\$2,700).

29A.108 As reflected in table 29A.11, the subprogramme is supported by other assessed resources of \$8,552,700 that would provide for the continuation of 48 posts. The subprogramme is also supported by extrabudgetary resources estimated at \$2,711,900 that would provide for the continuation of 15 posts.

### Programme support

29A.109 The Business Partner Service assists the Under-Secretary-General in the discharge of the Department's responsibilities in the areas of human resources management, finance and general administration.

29A.110 The Business Partner Service also serves as a business partner for the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee in carrying out their financial, personnel and administrative responsibilities, and administers the official travel of the members of the Committee for Programme and Coordination and the Committee on Contributions.

29A.111 The proposed regular budget resources for 2020 amount to \$1,604,900 and reflect a net decrease of \$1,288,100 compared with the appropriation for 2019. Additional details are reflected in figures 29A.XXVI to 29A.XXVIII and table 29A.27.

Figure 29A.XXVI  
**Resources for programme support as a percentage of the regular budget**

(Millions of United States dollars)

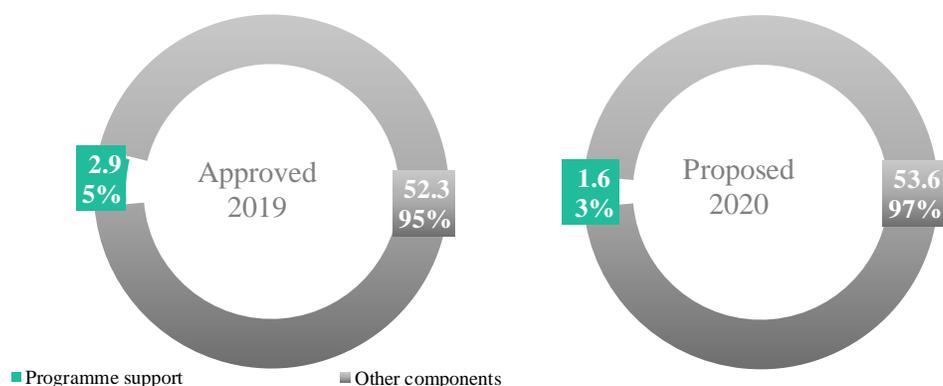


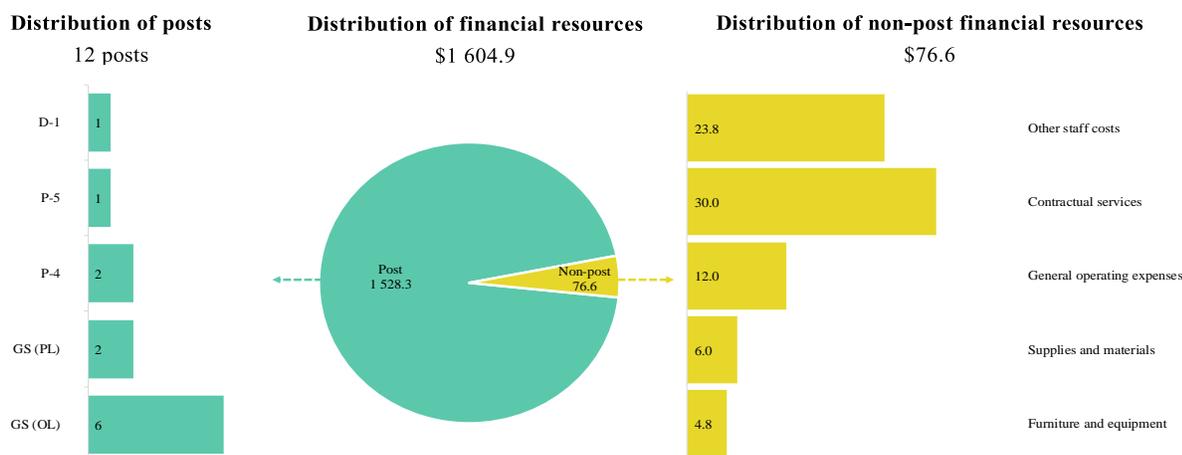
Table 29A.27  
**Programme support: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recosting)
		Technical adjustments	New/expanded mandates	Other				
<b>Financial resources by main category of expenditure</b>								
Post	1 528.3	–	–	–	–	–	–	1 528.3
Non-post	1 364.7	–	–	(1 288.1)	(1 288.1)	(94.4)	–	76.6
<b>Total</b>	<b>2 893.0</b>	<b>–</b>	<b>–</b>	<b>(1 288.1)</b>	<b>(1 288.1)</b>	<b>(44.5)</b>	<b>–</b>	<b>1 604.9</b>
<b>Post resources by category</b>								
Professional and higher	4	–	–	–	–	–	–	4
General Service and related	8	–	–	–	–	–	–	8
<b>Total</b>	<b>12</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>12</b>

Figure 29A.XXVII  
**Programme support: distribution of proposed resources for 2020 (before recosting)**

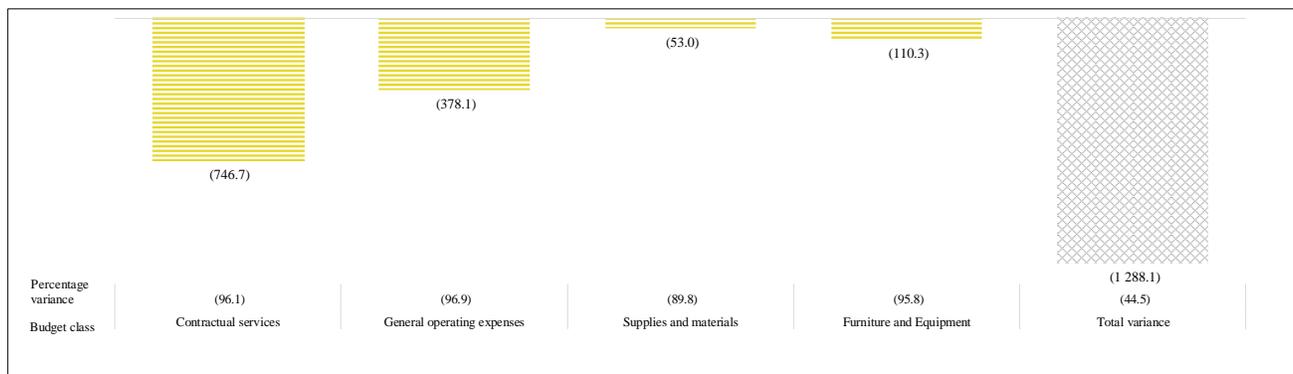
(Number of posts/thousands of United States dollars)



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Figure 29A.XXVIII  
**Programme support: variance between proposed resources for 2020 and appropriation for 2019, by budget class**

(Thousands of United States dollars)



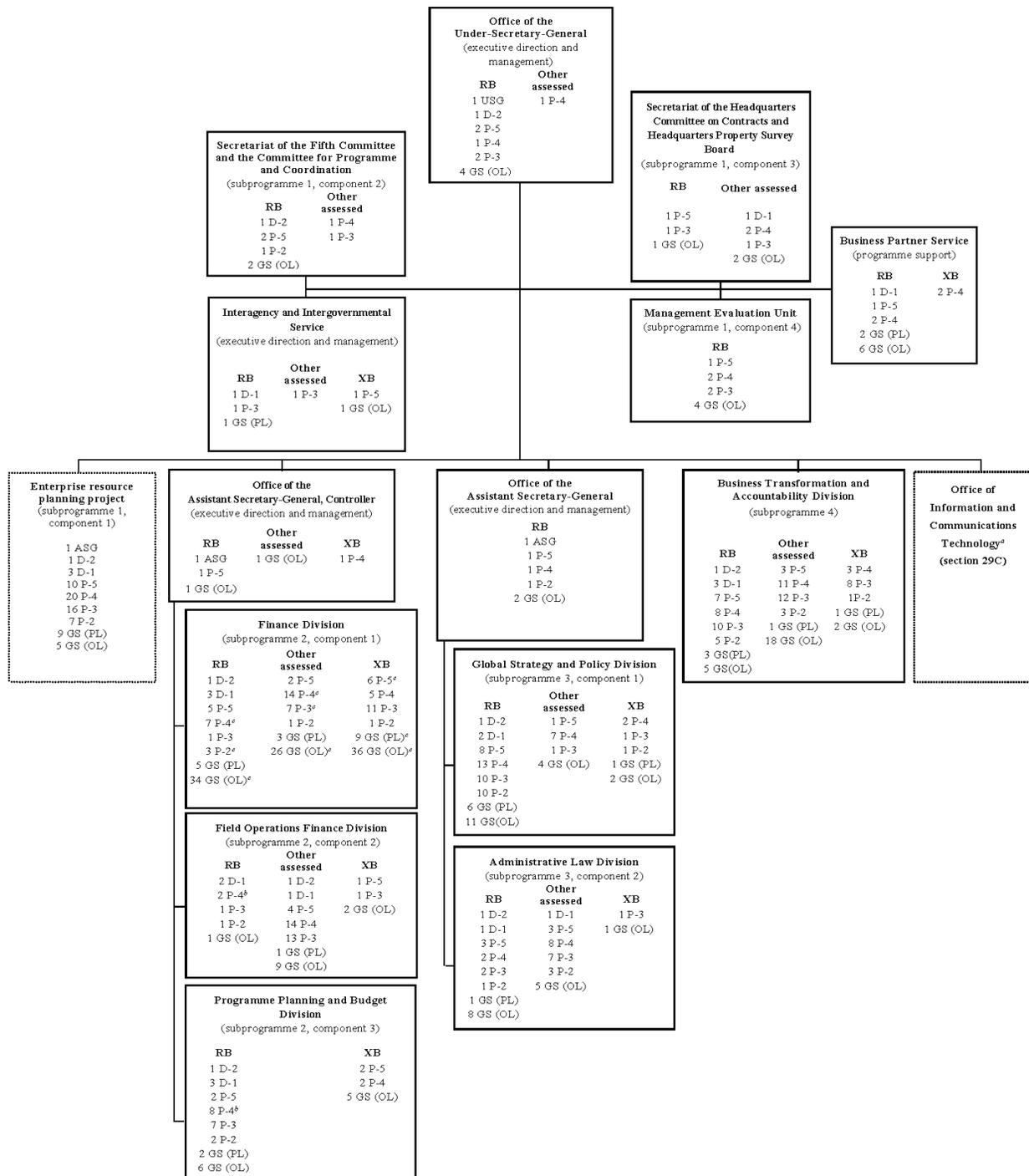
29A.112 The variance of \$1,288,100 reflects:

**Other changes.** The net decrease of \$1,288,100 in non-post resources relates mainly to the redeployment, to other components/subprogrammes in the Department on a cost-neutral basis, of resources for common services costs that were budgeted in the programme support component in 2019 (\$1,219,000) and a reduction in common services costs related mainly to the outward redeployment of 16 posts from subprogramme 3, component 1, Global strategy and policy, to the Department of Operational Support (\$42,600).

29A.113 As reflected in table 29A.10, the programme support component is supported by other assessed and extrabudgetary resources estimated at \$125,800 and \$452,600, respectively. The resources would provide for the continuation of two posts funded by extrabudgetary resources. The decrease of \$5,685,700 compared with 2019 is due primarily to the redeployment of after-service health insurance requirements under other assessed resources to subprogramme 2, component 1, Finance Division.

Annex I

Organizational structure and post distribution for 2020



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

<sup>a</sup> Dual reporting to the Department of Management Strategy, Policy and Compliance and the Department of Operational Support.

<sup>b</sup> Reflects the proposed redeployment of one post (P-4) from the Field Operations Finance Division to the Programme Planning and Budget Division.

<sup>c</sup> Reflects the proposed redeployment of the Trust Fund Management Section from the Programme Planning and Budget Division to the Finance Division.

## Annex II

### Summary of proposed changes in established and temporary posts, by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	(1)	GS (OL)	<b>Abolishment</b> of 1 Administrative Assistant	Reduction reflects redistribution of work and use of technology to streamline work processes, primarily in the management of correspondences
Subprogramme 1 Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	(1)	GS (OL)	<b>Abolishment</b> of 1 Administrative Assistant	Reduction reflects redistribution of work and use of technology to streamline work processes
Subprogramme 2 Finance	(1)	GS (OL)	<b>Abolishment</b> of 1 Team Assistant	Reduction reflects the redistribution of work
	1	P-4	<b>Redeployment</b> of 1 Finance and Budget Officer	Redeployment reflects the transfer of Trust Funds Management Section from Programme Planning and Budgeting Division
	2	P-2	<b>Redeployment</b> of 1 Associate Finance and Budget Officer	Redeployment reflects the transfer of Trust Funds Management Section from Programme Planning and Budgeting Division
Subprogramme 2 Finance	2	GS (OL)	<b>Redeployment</b> of 1 Finance and Budget Assistant	Redeployment reflects the transfer of Trust Funds Management Section from Programme Planning and Budgeting Division
	(1)	P-4	<b>Redeployment</b> of 1 Finance and Budget Officer	Redeployment to Programme Planning and Budgeting Division reflects the review of resources from all funding sources following the implementation of management reform
Subprogramme 2 Field operations finance	(1)	P-4	<b>Redeployment</b> of 1 Finance and Budget Officer	Redeployment to Programme Planning and Budgeting Division reflects the review of resources from all funding sources following the implementation of management reform
Subprogramme 2 Programme planning and budgeting	1	P-4	<b>Redeployment</b> of 1 Finance and Budget Officer	Redeployment from Field Operations Finance Division reflects the review of resources from all funding sources following the implementation of management reform
	(1)	GS (OL)	<b>Abolishment</b> of 1 Budget Assistant	Reduction reflects the redistribution of work
	(1)	P-4	<b>Redeployment</b> of 1 Finance and Budget Officer	Redeployment reflects the transfer of Trust Funds Management Section to Finance Division
	(2)	P-2	<b>Redeployment</b> of 1 Associate Finance and Budget Officer	Redeployment reflects the transfer of Trust Funds Management Section to Finance Division
	(2)	GS (OL)	<b>Redeployment</b> of 1 Finance and Budget Assistant	Redeployment reflects the transfer of Trust Funds Management Section to Finance Division
Subprogramme 3 Global strategy and policy	(2)	GS (OL)	<b>Abolishment</b> of 1 Human Resources Assistant	Reduction reflects the streamlining of processes and the redistribution of work
	(1)	GS (PL)	<b>Redeployment</b> of 1 Senior Human Resources Assistant	Redeployment reflects interim arrangements pending the decision of the General Assembly on the global service delivery model
	(1)	GS (OL)	<b>Redeployment</b> of 1 Staff Assistant	Redeployment reflects interim arrangements pending the decision of the General Assembly on the global service delivery model

**Part VIII Common support services**

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
	(13)	GS (OL)	<b>Redeployment</b> of 1 Human Resources Assistant	Redeployment reflects interim arrangements pending the decision of the General Assembly on the global service delivery model
	(1)	GS (OL)	<b>Redeployment</b> of 1 Team Assistant	Redeployment reflects interim arrangements pending the decision of the General Assembly on the global service delivery model
Subprogramme 3 Administrative law	(1)	GS (OL)	<b>Abolishment</b> of 1 Legal Assistant	Abolishment reflects the streamlining of processes and redistribution of work
<b>Total</b>	<b>(23)</b>			

*Abbreviation:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level).