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Proposed programme budget for 2020

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Proposed programme budget for 2020

Part X

Jointly financed administrative activities and special expenses

Section 31

Jointly financed administrative activities

Programme 27

Jointly financed activities

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* Second reissue for technical reasons (14 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.

**** 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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I. International Civil Service Commission



Foreword

The mandate of the International Civil Service Commission (ICSC) covers all facets of the conditions of service of staff throughout the United Nations common system, including regulation and harmonization.

Since the establishment of ICSC more than 40 years ago, there has been tremendous change around the world. International organizations continue to compete for the talents of a diverse workforce. As the guardian of the conditions of service of the United Nations common system, ICSC helps to ensure that the common system compensation package is robust yet flexible and agile enough to respond to the ever-changing conditions outside the common system. This warrants maintaining conditions of service that encourage mobility, reward performance, allow for staff reinvention and attract a diverse and talented workforce. That is why as the new Chair of the Commission, I will continue to work towards ensuring that the common system can pride itself on a compensation package that ensures that it is prepared for the changes ahead.

By 2020, all of the changes in the common system compensation package recommended by ICSC and approved by the General Assembly in 2014 will be in place. I believe that those changes, along with others such as the increase in the mandatory age of separation for all staff and the revised framework for human resources management, which now includes a section on diversity and gender, will help in the attainment of the Commission's goals.

The Commission's programme of work for 2020 will, inter alia, include a comprehensive assessment of the implementation of the changes in the common system compensation package. Some of the information will be obtained through a system-wide staff survey. It is my belief that this will assist Member States in making an informed decision regarding common system compensation.

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

Overall orientation

Mandates and background

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

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

- 31.2 The mandate of the Commission guides it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is 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. The objective, and therefore the deliverables, is aligned with all Sustainable Development Goals, as reflected in paragraph 31.8.

Strategy and external factors for 2020

- 31.3 The Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on the administration of such systems; and (e) to provide substantive support to Member States in their deliberations on the common system of salaries, allowances and benefits, and to common system organizations (including staff federations) in the reform and maintenance of a coherent and effective human resources management system that is more closely aligned with the achievement of organizational goals and objectives.
- 31.4 The Commission will continue to make itself available to the organizations and staff of the common system. In this regard, it will be working closely with the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB) by actively seeking feedback from the organizations on the conditions of service of staff, and will conduct periodic global staff surveys to solicit information from the staff at large. Furthermore, in the programme of work of the Commission for 2019–2020, more emphasis has been placed on staff development (see [A/73/30](#), annex D); the Commission plans to explore the topic of career development in the common system.
- 31.5 With regard to the external factors, the overall plan for 2020 is based on the planning assumption that organizations of the United Nations common system provide timely information as requested by the Commission and that they fully implement its decisions and recommendations.
- 31.6 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, at its fifty-first session, the Commission adopted the framework for human resources management to guide policy and practice in the organizations of the United Nations common system. The framework identifies core human resources elements with clear explanations of how all the various areas are linked and what principles should guide work in each area. The latest revision, in 2018, included a section on gender and diversity.

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

Programme of work



International Civil Service Commission

1. Objective

- 31.7 The objective, to which the Commission contributes, is to ensure fair and harmonized conditions of service of the United Nations common system.

2. Alignment with the Sustainable Development Goals

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

3. Highlighted result in 2018

Understanding compensation in the common system

In 2018, ICSC conducted regional compensation workshops, which brought together human resources specialists from common system entities from various parts of Africa and Latin America and the Caribbean. They were the first workshops conducted since the implementation of the new common system compensation package. The aim of the workshops was two-fold: (a) to provide guidance to those entities, through their Human Resources Officers, other administrative staff and staff representatives, on various aspects of compensation; and (b) to provide an insight to organizations on the importance of providing ICSC with consistent and accurate data. Participants at the workshops were provided with full details of the compensation package. During the workshops, the Commission underlined that the provision of consistent and accurate data result in accurate adjustments to compensation.



2018 compensation workshop for common system entities. Source: Lucie Pascaline Gainyo, ICSC

Result and evidence

The deliverables contributed to the result, which is an overall understanding of the compensation package, including the rationale behind all allowances, as well as the importance of providing comprehensive data to the Commission when requested through surveys or questionnaires. This includes a strengthened understanding of human resources policies in the common system and progress made in receiving quality data. Evidence of the result includes an increased response rate with respect to surveys and questionnaires, including the hardship classification survey of duty stations, the response rate to which increased from 52 per cent in 2014 to 92 per cent in 2018, better quality data from organizations provided through comprehensive responses to ICSC questionnaires, and positive feedback

from staff regarding their comprehension of the compensation package, which came from written workshop evaluations.

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

- 31.9 A planned result for 2018, which is up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for the United Nations common system, as referred to in the proposed programme budget for the biennium 2018–2019, was partially achieved, as evidenced by a completion rate of almost 100 per cent of all requests for hardship classification of field duty stations.

4. Highlighted planned result for 2020

Looking back: improved compensation package

In 2018, all of the organizations of the common system had implemented the majority of the changes approved by the General Assembly in its resolution [70/244](#) with respect to the common system compensation package. Changes included a simplified unified salary scale for staff in the Professional and higher categories, a new dependent spouse allowance, an allowance for staff members who are single parents, new options concerning relocation and shipment, an adjusted hardship allowance with increased amounts for single staff, a new non-family allowance, a revised framework for performance incentives, a new mobility incentive, an incentive payment for the recruitment of experts, an education grant system based on a global sliding scale of reimbursement of a streamlined list of education-related expenses, and changes to accelerated home leave travel.

Challenge and response

The challenge is to implement all aspects of the compensation package consistently and in a harmonized manner across organizations. It was noted that some organizations had only implemented parts of the package, while others had implemented the package fully. In the interest of harmonization among the organizations, in its resolution [70/244](#), the General Assembly invited the Commission to present to it a comprehensive assessment report on the implementation of the compensation package, including a global staff survey on the conditions of service, no later than at its seventy-fifth session. In response, for 2020, ICSC intends to roll out a global staff survey in which it will solicit information from the staff and organizations. The results of this survey will be contained in a complete assessment report that will assist the Commission in recommending adjustments to the package, if necessary.

Result and evidence

The planned deliverables are expected to contribute to the result, which is better informed decision-making by Member States with regard to any adjustments to the package, if necessary, and consistent and harmonized implementation of the compensation package by participating organizations.

Evidence of the result, if achieved, will include feedback from Member States on the usefulness of the information provided with regard to the compensation package and confirmation from participating organizations that the compensation package is implemented in keeping with Commission guidance.

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

Performance measures

2018	2019	2020
Implementation of the new common system compensation package ongoing by all 28 organizations of the common system in a consistent fashion	Full implementation of the new common system compensation package by all 28 organizations of the common system	Full and consistent implementation of the compensation package by all organizations of the common system and feedback from Member States on the usefulness of the information provided with regard to the package

31.10 ICSC will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

31.11 Table 31.1 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 31.1

International Civil Service Commission: 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>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	7	7	7	7
Conference and secretariat services for meetings (number of three-hour meetings)	42	42	42	42
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	12	12	17	17
Publications (number of publications)	7	7	6	6
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
E. Enabling deliverables				
Administration				

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

- 31.12 The jointly financed resources proposed for the International Civil Service Commission for 2020 amount to \$9,543,400 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 31.2 and figure 31.I.
- 31.13 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Commission is integrating environmental management practices into its operations. In 2018, a highlight was the reduction of its carbon footprint by cutting back on monthly publications. In 2020, the Commission will develop an online repository where survey data can be entered directly, thus reducing the amount of survey data received by mail.
- 31.14 In 2018, the Commission achieved a compliance rate of 100 per cent with regard to the timely submission of parliamentary documentation and a compliance rate of 70 per cent with regard to the timely purchase of air tickets (at least two weeks before the commencement of travel).

Table 31.2

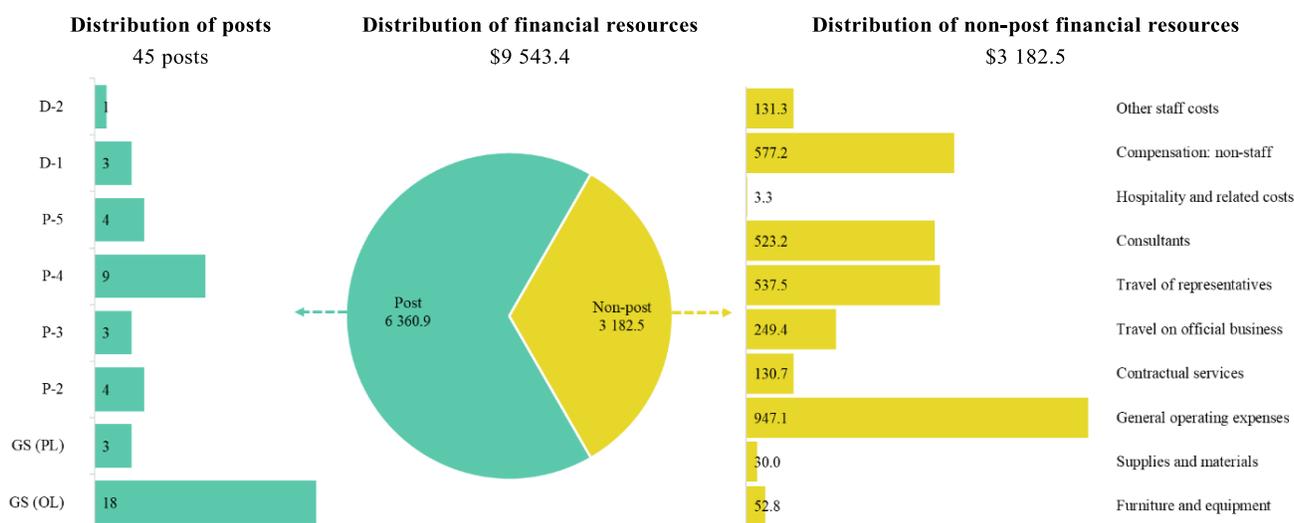
International Civil Service Commission: evolution of financial and post resources (jointly financed)

(Thousands of United States dollars/number of posts)

			<i>Changes</i>					<i>2020 estimate (before recosting)</i>
	<i>2018 expenditure</i>	<i>2019 appropriation</i>	<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Post	7 226.5	6 360.9	–	–	–	–	–	6 360.9
Non-post	2 252.6	3 182.5	–	–	–	–	–	3 182.5
Total	9 479.1	9 543.4	–	–	–	–	–	9 543.4
Post resources by category								
Professional and higher		24	–	–	–	–	–	24
General Service and related		21	–	–	–	–	–	21
Total		45	–	–	–	–	–	45

Figure 31.I
International Civil Service Commission: distribution of proposed resources for 2020 (jointly financed)

(Number of posts/thousands of United States dollars)



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

31.15 The regular budget requirements in the amount of \$3,359,300 reflect a decrease of \$95,400 compared with the appropriation for 2019 (see table 31.3).

Table 31.3
International Civil Service Commission: evolution of financial resources (United Nations share)

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Non-post								
Grants and contributions	3 392.6	3 454.7	(95.4)	—	—	(95.4)	(2.8)	3 359.3
Total	3 392.6	3 454.7	(95.4)	—	—	(95.4)	(2.8)	3 359.3

31.16 The variance of \$95,400 reflects:

Technical adjustments. The United Nations share of the budget of ICSC has decreased from 36.2 per cent for the biennium 2018–2019 to 35.2 per cent for 2020, as determined by CEB in accordance with the established methodology.

II. Joint Inspection Unit



Foreword

The Joint Inspection Unit is unique in its system-wide, independent and external oversight mandate, which places the United Nations system organizations and their changing landscape and operations directly within the Unit's scope of coverage. We remain relevant by concentrating on the focus areas of our participating organizations, and, in this regard, the support for the 2030 Agenda and management reforms are key.

Through inspections and evaluations, the Unit endeavours to strengthen efficiency, effectiveness, sharing of good practices and coordination among organizations in the United Nations system and to provide a basis for decision-making, accountability and learning.

Operating within the framework of its mandate, the Unit will, in 2020, develop ways to enhance its strategic value and comparative advantage in supporting the work of its participating organizations across the United Nations system.

(Signed) Sukai **Prom-Jackson**
Chair of the Joint Inspection Unit

Overall orientation

Mandates and background

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

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

- 31.18 The mandate of the Unit guides it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is 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. The objective, and therefore the deliverables, is aligned with all Sustainable Development Goals, as reflected in paragraph 31.22.

Strategy and external factors for 2020

- 31.19 The Unit will exercise its mandate by performing inspections and evaluations and producing reports, notes and management letters that will deliver the following results:
- (a) Subjects in the programme of work that are of strategic value to the United Nations system and of relevance to the Unit's participating organizations are addressed;
 - (b) Use of the Unit's work by legislative bodies and the executive heads of participating organizations is improved;
 - (c) Recommendations are accepted and implemented and the intended impact is realized, that is, improved efficiency, effectiveness, coordination, knowledge-sharing and learning among United Nations system organizations.
- 31.20 The Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, as stated in the terms of reference for management and administrative reviews of single organizations, the Unit uniformly examines and reports on the gender policies and practices in those organizations.

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

Programme of work



Joint Inspection Unit

1. Objective

31.21 The objective, to which the Unit contributes, is to improve the efficiency, effectiveness and coordination in the United Nations system.

2. Alignment with the Sustainable Development Goals

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

3. Highlighted result in 2018

Implementation of Joint Inspection Unit recommendations contributes to improved efficiency, effectiveness and coordination in United Nations system organizations

In 2018, seven reports were completed. Six of them addressed system-wide issues and one was a management and administration review of a single organization.

The reports contained 55 recommendations either addressed to a legislative organ or governing body for decision or to the executive heads of the participating organizations for action.

Consideration of the Unit reports by the legislative bodies, however, takes place on average one year after the Unit finalizes the report. In 2018, legislative bodies considered five of the six system-wide reports and the single organization report that were issued in 2017.

As an example, a report issued in 2017 and considered in 2018 by the General Assembly resulted in the adoption of resolution 73/269, in which the Assembly endorsed the conclusions and recommendations of the Committee for Programme and Coordination with respect to the report of the Joint Inspection Unit entitled “Results-based management in the United Nations development system: analysis of progress and policy effectiveness” (A/72/809). In its conclusions and recommendations, the Committee had emphasized the need for the implementation of all the recommendations of the Unit that had previously been endorsed by intergovernmental bodies and recommended that the Assembly request the Secretary-General to invite the executive heads of the participating organizations to continue to provide information to the relevant intergovernmental bodies on the status of implementation of the Unit’s recommendations addressed to them.



Areas to which Joint Inspection Unit recommendations will contribute to strengthening.

Result and evidence

The deliverables contributed to the result, which is strengthened efficiency and effectiveness, improved system-wide coordination, enhanced transparency and accountability, shared good practices and strengthened coherence and harmonization. Evidence of the result includes the increase in the rate of acceptance and implementation of the Unit's recommendations (reported between 2009 and 2016) from 85 per cent as at January 2018 to 88 per cent as at January 2019.

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

- 31.23 A planned result for 2018, which is the increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased level of acceptance of recommendations made in the seven reports issued and the intended impact of those recommendations.

4. Highlighted planned result for 2020

The Joint Inspection Unit optimizes its work and the impact of its reports increases

In the preparation of its programme of work, the Unit is guided by its statute, in which the Unit is required to consider requests from the competent organs of the organizations and suggestions from the executive heads of the organizations and the bodies of the United Nations system concerned with budgetary control, investigation, coordination and evaluation.

Challenge and response

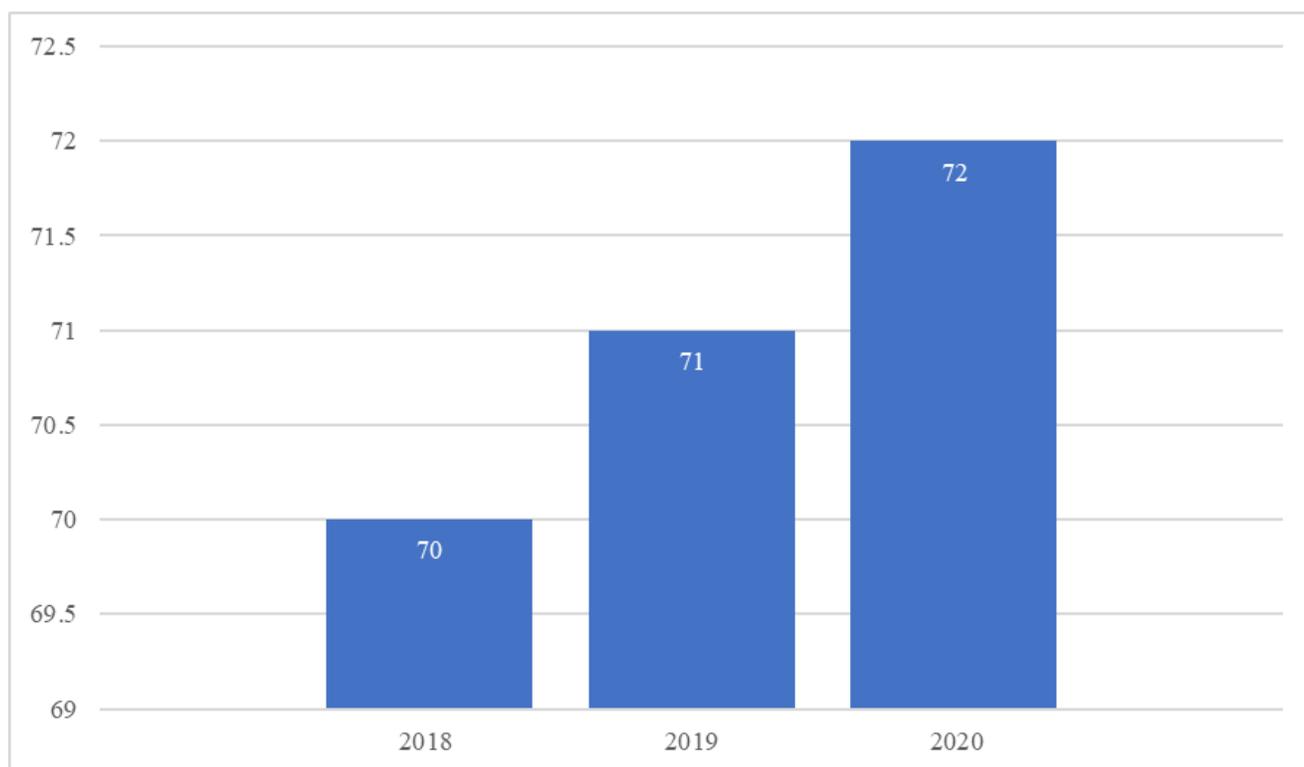
The challenge is to ensure that the programme of work of the Unit is aligned with the priorities of the participating organizations and their legislative bodies. In response, for 2020, the Unit will, as a part of its strategic planning, review the strategic initiatives planned by participating organizations and will analyse the implications of those initiatives on its work.

Result and evidence

The planned deliverables are expected to contribute to the result, which is a greater relevance of the recommendations made to the participating organizations on their strategic initiatives and increased use by those organizations of the Unit's outputs, which will ultimately contribute to enhancing efficiency, effectiveness and coordination among organizations of the United Nations system. Evidence of the result, if achieved, will include an increased rate of acceptance of the Unit's recommendations by legislative organs and participating organizations.

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

Performance measures: percentage of recommendations of the Joint Inspection Unit accepted



31.24 The Unit will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

31.25 Table 31.4 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 31.4

Joint Inspection Unit: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	7	11	9
Substantive services for meetings (number of three-hour meetings)	31	15	22	20
B. Generation and transfer of knowledge				
Technical materials (number of materials)	2	2	1	1
Non-quantified deliverables				
E. Enabling deliverables				
Internal justice and oversight				

6. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 31.26 The variance in parliamentary documentation is driven by possible changes in the programme of work owing to requests from legislative bodies of participating organizations and in response to General Assembly resolution [72/269](#), in which the Assembly reiterated its request to the Unit to consider optimizing the number of projects in its programme of work through prioritization. The Unit plans to develop a programme of work for 2020 that responds to the priorities of the participating organizations and their legislative bodies, while at the same time utilizing resources optimally and improving the quality and depth of the reviews undertaken. This will, in turn, result in fewer meetings compared to the previous period.
- 31.27 The variance in substantive services for meetings is driven by possible changes in the programme of work, owing to requests from legislative bodies of participating organizations and in response to General Assembly resolution [72/269](#), in which the Assembly reiterated its request to the Unit to consider optimizing the number of projects in its programme of work through prioritization. The Unit plans to develop a programme of work for 2020 that responds to the priorities of the participating organizations and their legislative bodies, while at the same time utilizing resources optimally and improving the quality and depth of the reviews undertaken. This will, in turn, result in fewer meetings compared to the previous period.

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

- 31.28 The jointly financed resources proposed for the Joint Inspection Unit for 2020 amount to \$6,643,500 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 31.5 and figures 31.II and 31.III.
- 31.29 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Unit is integrating environmental management practices into its operations. In 2018, a highlight was the Unit's efforts to reduce air travel by taking advantage of travel trips to cover multiple agendas, thus contributing to reducing greenhouse gas emissions. In 2020, the Unit will focus on increasing the use of videoconferencing to reduce the need for travel.
- 31.30 In 2018, the Unit achieved a compliance rate of 100 per cent with regard to the timely submission of parliamentary documentation and a compliance rate of 71 per cent with regard to the timely purchase of air tickets (at least two weeks before the commencement of travel).

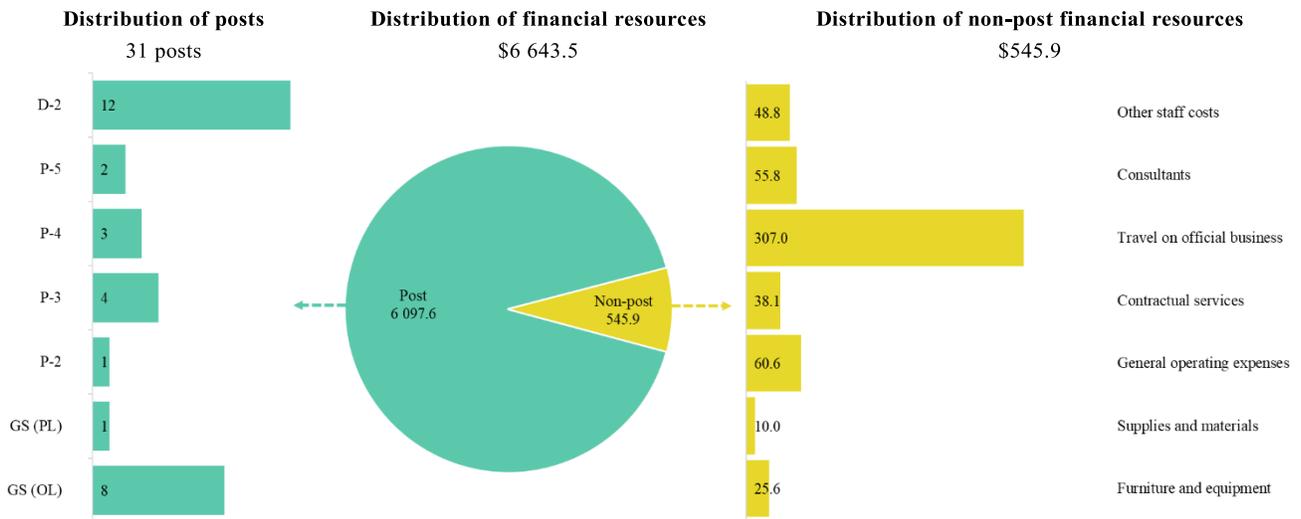
Table 31.5

Joint Inspection Unit: evolution of financial and post resources (jointly financed)

(Thousands of United States dollars/number of posts)

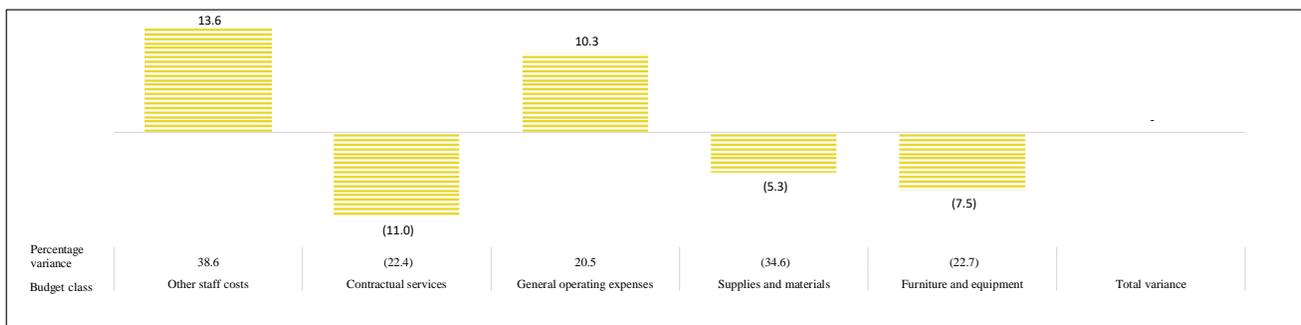
			Changes					2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	7 002.7	6 097.6	–	–	–	–	–	6 097.6
Non-post	441.0	545.9	–	–	–	–	–	545.9
Total	7 443.7	6 643.5	–	–	–	–	–	6 643.5
Post resources by category								
Professional and higher		22	–	–	–	–	–	22
General Service and related		9	–	–	–	–	–	9
Total		31	–	–	–	–	–	31

Figure 31.II
Joint Inspection Unit: distribution of proposed resources for 2020 (jointly financed)
 (Number of posts/thousands of United States dollars)



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

Figure 31.III
Joint Inspection Unit: variance between proposed resources for 2020 and appropriation for 2019, by budget class
 (Thousands of United States dollars)



31.31 The proposed changes reflect the redeployment of resources within the Unit on a cost-neutral basis to better support its operational requirements for 2020.

31.32 The regular budget requirements in the amount of \$1,913,300 reflect an increase of \$53,100 compared with the appropriation for 2019 (see table 31.6).

Section 31 **Jointly financed administrative activities**

Table 31.6

Joint Inspection Unit: evolution of financial resources (United Nations share)

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Non-post									
Grants and contributions	1 835.5	1 860.2	53.1	–	–	53.1	2.9	1 913.3	
Total	1 835.5	1 860.2	53.1	–	–	53.1	2.9	1 913.3	

31.33 The variance of \$53,100 reflects:

Technical adjustments. The United Nations share of the budget of the Joint Inspection Unit has been increased from 28.0 per cent for the biennium 2018–2019 to 28.8 per cent for 2020, as determined by CEB in accordance with the established methodology.

III. United Nations System Chief Executives Board for Coordination



Foreword

Since taking up the mantle as Chair of the United Nations System Chief Executives Board for Coordination (CEB), I have spared no effort to bring the organizations of the United Nations system closer together in recognition of our interconnectedness and in pursuit of our shared effort to support Member States' priorities. I have taken steps to ensure that the Board serves as a strategic policy space and a driver of integration and coherence. Each of the 31 members brings deep multidimensional and multisectoral experience and capacities, which we apply to confronting shared challenges that benefit from being addressed at the highest level of leadership, be it defending the future of the multilateral system; coming to grips with increasingly complex and intersecting megatrends such as climate change, political stability and demographic shifts; or agreeing on steps to ensure that the United Nations system itself remains relevant and adds value as a positive and necessary element in the midst of the fourth industrial revolution transforming our world.

CEB, an indispensable mechanism which dates back to 1946 when it was established by the Economic and Social Council, enables the executive heads to come to a shared understanding and vision of the immediate priorities of the United Nations system, with clarity about each entity's respective contribution and the conviction to respond knowing that we are acting as one.

The Board's subsidiary bodies, the High-level Committee on Programmes and the High-level Committee on Management, bring together immense expertise and experience from across the system at the programmatic and management levels. Their efforts provide coherent and coordinated responses to the challenges put forward in the 2030 Agenda for Sustainable Development and ensure that the resources with which our organizations are entrusted are maximized.

In 2020, I will continue to lead the Board and its high-level committees towards meeting common goals and optimizing the use of resources and capabilities across the United Nations system, with a firm focus on results, while never sacrificing the principles of the Charter of the United Nations and the well-being of the people we care for.

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

Overall orientation

Mandates and background

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

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

- 31.35 The mandates of CEB guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is 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. The objective, and therefore the deliverables, is aligned with all of the Sustainable Development Goals, as reflected in paragraph 31.43.

Recent developments

- 31.36 Global megatrends, in other words multiple, evolving and mutually reinforcing geopolitical, demographic, climatic, technological, social and economic shifts, continued to advance in 2018 at an unprecedented pace, on the one hand creating unparalleled conditions for progress, and on the other hand upending the established order, generating tensions and changing the nature of threats. Rapid urbanization, changing climate, increasing scarcity of resources, shifting global economic power, demographic changes, growing social and cultural tensions and technological and scientific breakthroughs are, individually and in combination, transforming the global landscape. In 2018, the Secretary-General, as Chair of CEB, concluded that CEB must address this reality head-on and provide the leadership and vision needed to make the significant cultural, organizational and operational changes necessary for the organizations of the United Nations system to be more adaptable, agile and action-oriented to fulfil their mandates and meet the needs of the people they serve in this rapidly changing environment. This vision drove the agenda of the Board for 2018 and guided the work of its high-level committees.

Strategy and external factors for 2020

- 31.37 CEB and its subsidiary machinery will continue to provide the means for senior leaders of the United Nations system to establish a shared vision; agree on strategic action; pursue policy coherence; and coordinate the use of resources, capacities and knowledge. The Board's two regular sessions in 2020 will provide an opportunity to address issues of system-wide concern that require attention at the highest levels of leadership.

Section 31 **Jointly financed administrative activities**

- 31.38 In support of CEB, the High-level Committee on Programmes will foster system-wide policy coherence and programme coordination in response to intergovernmental mandates and in support of internationally agreed development goals and will develop coordinated shared strategies, approaches and frameworks to address emerging programme issues requiring a system-wide response.
- 31.39 The High-level Committee on Management will foster the development of innovative approaches to improve efficiency and simplify business practices; accelerate the harmonization, mutual recognition and integration of business operations in supporting Member States to achieve the 2030 Agenda for Sustainable Development; and provide policy guidance to, and promote inter-agency cooperation and coordination among, the organizations of the United Nations system on administrative, management and security and safety issues of system-wide relevance. It will utilize its functional networks on finance and budget, human resources, digitalization and technology, procurement, and safety and security to disseminate and, where applicable, mutually recognize best practices, modern management approaches and partnerships in all areas of management.
- 31.40 With regard to the external factors, the overall plan for 2020 is based on the assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.
- 31.41 CEB integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including in the products of its high-level committees, such as system-wide strategies, shared approaches and frameworks. For example, as detailed in the highlighted result in 2018, the CEB task force on addressing sexual harassment within the organizations of the United Nations system recognized sexual harassment as a manifestation of a culture of discrimination and privilege based on unequal gender relations and other power dynamics. One of the task force's key products, the United Nations system model policy on sexual harassment, supports efforts to create workplaces that are free of sexual harassment and all gender inequalities.

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

Programme of work



United Nations System Chief Executives Board for Coordination

1. Objective

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

2. Alignment with the Sustainable Development Goals

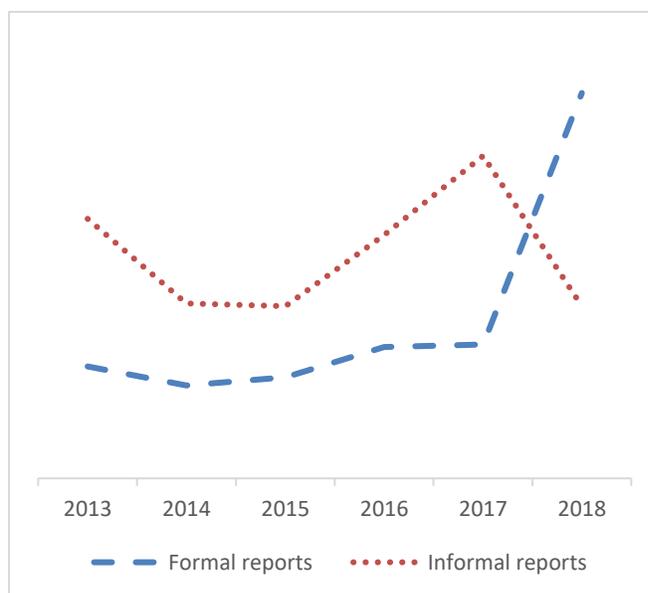
31.43 Given its enabling nature, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Towards a workplace free from sexual harassment

In October 2017, the Secretary-General, along with leaders of United Nations staff unions and councils, established that there is a duty and an obligation to create an environment that is welcoming to all and in which everybody feels valued. Despite the United Nations having a clear policy on sexual harassment and a process to investigate allegations in a fair and confidential manner, there had been general agreement of the existence of an organizational culture of impunity and mistrust that needed to be changed with urgency and determination. At its second regular session of 2017, CEB recognized that addressing sexual harassment within the organizations of the United Nations system deserved the maximum attention of and commitment from United Nations system leaders. The Board decided to establish a task force on addressing sexual harassment within the organizations of the United Nations system, to be supported by the CEB secretariat, in order to strengthen system-wide capacities and instruments for reporting, investigating and supporting victims and to enhance sharing of resources, expertise and best practices. Since its founding, the task force has taken rapid action to scale up prevention and response efforts, protect and support victims, strengthen investigative capacity and create an enabling working environment.

In 2018, the task force, composed of representatives including from the Department of Management Strategy, Policy and Compliance, delivered a comprehensive suite of products, including a uniform definition of sexual harassment,



Trend of formal versus informal reports of sexual harassment in the United Nations system.

a set of common principles for sexual harassment policies and a United Nations system model policy on sexual harassment. In terms of reporting, the task force established and launched a system-wide sexual harassment screening database (ClearCheck) to avoid the rehiring of individuals whose working relationship with a United Nations system organization had ended because they had perpetrated sexual harassment or who had left their organization with pending allegations of sexual harassment. It also developed a mechanism for the system-wide collection and analysis of data to ensure timely and accurate reporting and evidence-based policymaking, and took concrete steps towards strengthening investigative capacity, processes and procedures. With regard to outreach, communication and training, the task force developed a common guide for managers on the prevention of and response to sexual harassment in the workplace, concluded an assessment of best practices on helplines and hotlines and proposed a model code of conduct to prevent sexual harassment during and in relation to United Nations events, along with an implementation guide.

Result and evidence

The deliverables contributed to the result, which is a system-wide agreement on a consistent and common approach to addressing sexual harassment and the strengthening of capacities, policies and instruments throughout the United Nations system to prevent and respond to sexual harassment. This result ultimately contributed to a change in the culture of the organizations, to strengthening victim-centred prevention and response efforts and to creating a safe and inclusive workplace. Evidence of the result includes a recent marked increase in reports of sexual harassment. In particular, formal reports exceeded informal reports for the first time in 2018. In 2017, there were a total of 118 informal reports against a total of 49 formal reports of sexual harassment, a trend that has been relatively stable over the past five years. During the first half of 2018, however, the trend reversed and the formal reports (141) outnumbered the informal reports (63). An increase in reports, particularly through formal channels, suggests enhanced knowledge among staff of recourse mechanisms and recognition of “zero tolerance” policies, pointing to a change in organizational culture.

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

- 31.44 A planned result for 2018, which is improved decision-making by United Nations system organizations and Member States through enhanced data and knowledge-sharing, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the progress of 10 initiatives to enhance data accessibility and disseminate information, including publication of system-wide statistics, development of a data management platform, organization of events and maintenance of websites. One example is the United Nations System Data Catalog, which provides a comprehensive and representative overview of United Nations system open data assets and currently has data from 76 United Nations system entities covering over 50 themes. The number of data sets in the Catalog has grown from 1,719 when launched in 2016 to 2,876 as at the end of 2018. The inventory enables a broad range of stakeholders to access, analyse and gain insight from United Nations system organization data.

4. Highlighted planned result for 2020

Scaling up innovation across the United Nations system

At its first regular session of 2018, CEB acknowledged the imperative to foster and scale up innovation within and across all United Nations system entities, both to keep pace with external change and to support the achievement of the ambitious 2030 Agenda for Sustainable Development; however, members noted that there were a variety of impediments that prevented them from systematically cultivating and scaling up innovation within their organizations.

Challenge and response

The challenge is to support United Nations system organizations in the absence of an innovation strategy and support mechanisms, processes and tools; difficulty in moving innovative initiatives from pilot to scale; insufficient

staff capacity both on new technologies and innovation methodologies; cultural barriers regarding risk-taking; and limited innovation partnership options.

To move forward in addressing those challenges in a deliberate, coordinated and efficient manner, the Board endorsed 12 actions to build capabilities to promote innovation implementation, activate partnerships and build an innovation ecosystem, and create a culture of innovation (see CEB/2018/1, figure IV), and requested the United Nations Innovation Network to lead the development of a toolkit to support the implementation of those actions by providing leading public sector innovation practices. The collection of curated innovation tools is foreseen to be organized in five areas (strategy, partnership, architecture, culture and evaluation) and each will include step-by-step guidance on using the tools, case studies demonstrating the use of the tools in other organizations, references elaborating on the toolkit content and worksheets for users to apply the tools. The tools are intended to help to methodically activate and accelerate the operationalization of innovation actions by individual organizations; for example, a “portfolio strategy” tool helps users to analyse an existing portfolio of projects focused on a specific goal to determine whether they represent the right risk level for the entity’s innovation ambitions.

In response, for 2020, the CEB secretariat and the United Nations Innovation Network are collaborating to take action on the Board’s decisions to pursue a systematic and comprehensive approach to innovation. In 2019, a first-generation United Nations system innovation toolkit (providing resources to guide entities in fostering and scaling innovation) and an innovation dashboard (facilitating the monitoring of innovation activity in United Nations system organizations) are anticipated to be launched. The toolkit is intended to be a living document that will grow and evolve, and, throughout the course of 2020, the CEB secretariat and the United Nations Innovation Network will update and enrich the toolkit to reflect the experiences of and lessons learned by the entities as they apply the model methodologies and approaches in their operations.

Result and evidence

The planned deliverables are expected to contribute to the result, which is improved capability of United Nations system entities to systematically innovate to serve their beneficiaries and to collectively achieve results at scale. Evidence of the result, if achieved, will include the adoption of the innovation toolkit as a key reference for United Nations system organizations.

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

Performance measures

2018	2019	2020
Absence of system-wide guidance/ tools on fostering innovation	Online publication of first-generation United Nations system innovation toolkit	Adoption of United Nations system innovation toolkit as a key reference

31.45 CEB will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

31.46 Table 31.7 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 31.7
United Nations System Chief Executives Board for Coordination: 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>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	1	2
Substantive services for meetings (number of three-hour meetings)	3	3	2	3
B. Generation and transfer of knowledge				
Technical materials (number of materials)	8	8	8	8
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				
D. Communication deliverables				
Digital platforms and multimedia content				
E. Enabling deliverables				
Administration				

6. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 31.47 The variance in parliamentary documentation is driven by the biennial nature of the note by the Secretary-General on the budgetary and financial situation of the organizations of the United Nations system, which will be issued in 2020 but not in 2019.
- 31.48 The variance in substantive services for meetings is driven by the increase in the number of meetings of the Fifth Committee of the General Assembly owing to the agenda item on the budgetary and financial situation of the organizations of the United Nations system being taken up in even-numbered years (that is, in 2020 but not in 2019).

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

- 31.49 The jointly financed resources proposed for the United Nations System Chief Executives Board for Coordination for 2020 amount to \$3,199,900 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 31.8 and figures 31.IV and 31.V. The proposal includes the requirements for the International Public Sector Accounting Standards (IPSAS) project for 2020 in the amount of \$253,600.
- 31.50 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, CEB is integrating environmental management practices into its operations. In 2018, a highlight was the Geneva office of the CEB secretariat achieving carbon neutrality and contributing towards sustainable development in developing countries through the purchase of carbon offsets. In 2020, the office will ensure that all meetings it supports are plastic-free.
- 31.51 In 2018, the CEB secretariat achieved compliance rates of 100 per cent with regard to the timely submission of parliamentary documentation and the timely purchase of air tickets (at least two weeks before the commencement of travel).

Table 31.8

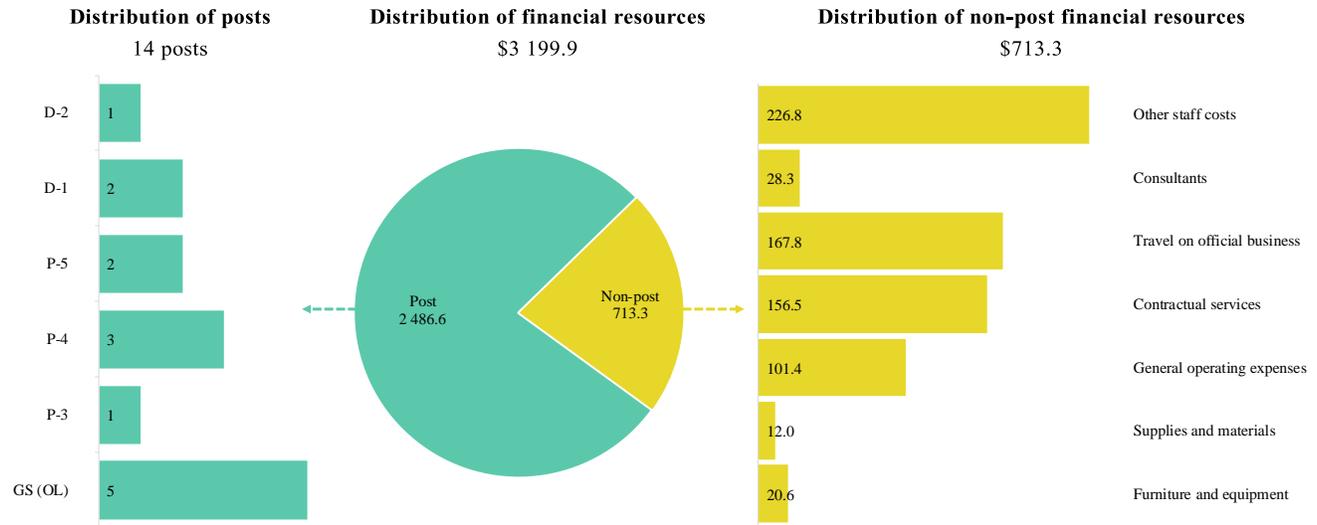
United Nations System Chief Executives Board for Coordination: evolution of financial and post resources (Full budget (jointly financed activities))

(Thousands of United States dollars/number of posts)

			Changes					2020 estimate (before recosting)
	2018 expenditure	2019 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 891.3	2 486.6	–	–	–	–	–	2 486.6
Non-post	523.7	713.3	–	–	–	–	–	713.3
Total	3 415.0	3 199.9	–	–	–	–	–	3 199.9
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		5	–	–	–	–	–	5
Total		14	–	–	–	–	–	14

Figure 31.IV
United Nations System Chief Executives Board for Coordination: distribution of proposed resources for 2020 (jointly financed)

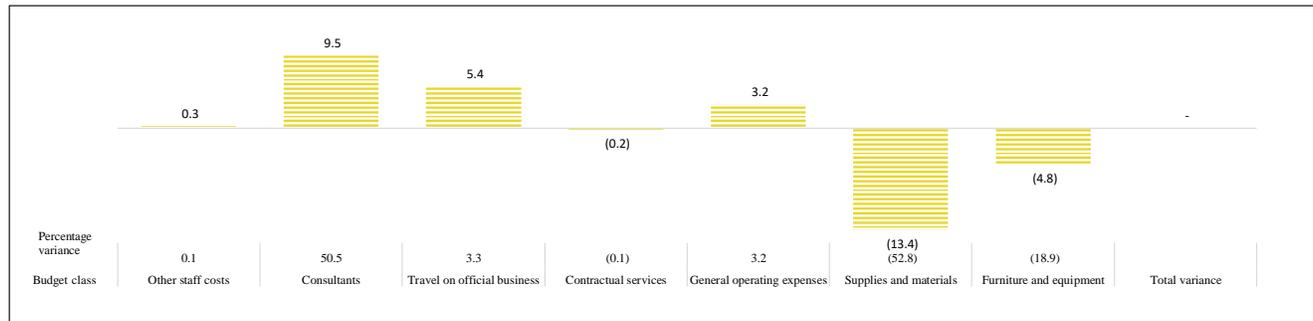
(Number of posts/thousands of United States dollars)



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

Figure 31.V
United Nations System Chief Executives Board for Coordination: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



31.52 The proposal reflects the redeployment of resources within the Board on a cost-neutral basis to better support its operational requirements for 2020.

31.53 The regular budget requirements in the amount of \$973,200 reflect a reduction of \$12,600 compared with the appropriation for 2019 (see table 31.9).

Table 31.9

United Nations System Chief Executives Board for Coordination: evolution of financial resources (United Nations share)

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Non-post								
Grants and contributions	965.9	985.8	(12.6)	–	–	(12.6)	(1.3)	973.2
Total	965.9	985.8	(12.6)	–	–	(12.6)	(1.3)	973.2

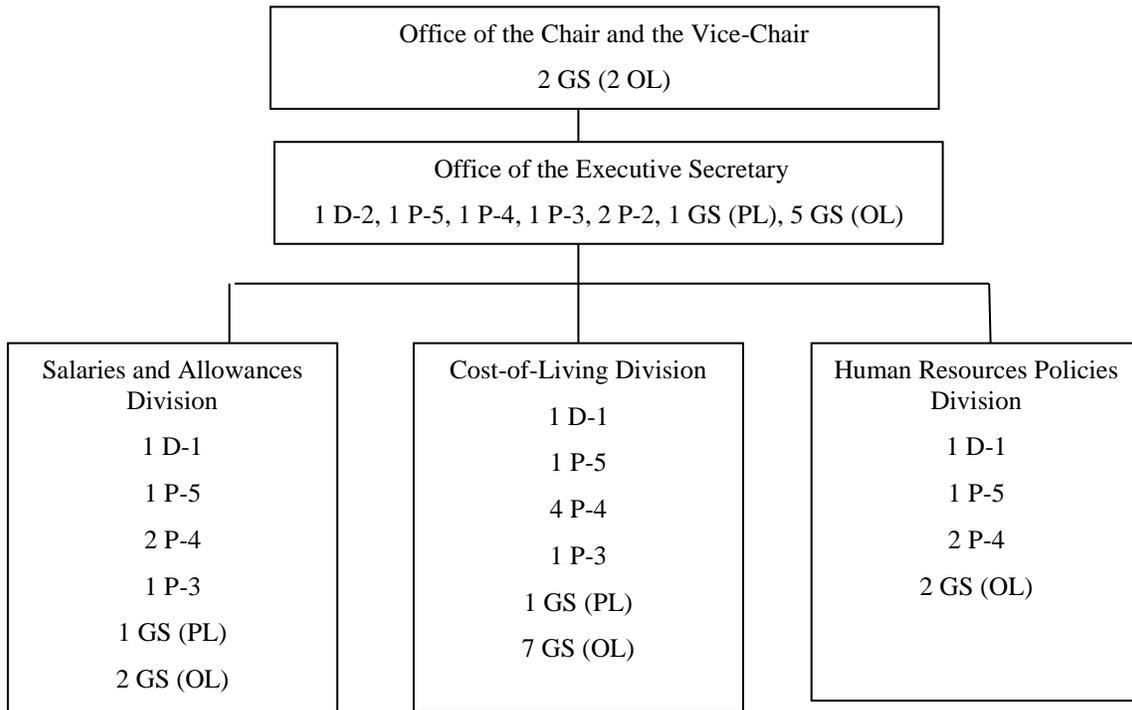
31.54 The variance of \$12,600 reflects:

Technical adjustments. The United Nations share of the budget of CEB has decreased from 30.8 per cent for the biennium 2018–2019 to 30.4 per cent for 2020. In addition, the United Nations share of the costs of the IPSAS project has decreased from 30.9 per cent for the biennium 2018–2019 to 30.6 per cent for 2020, as determined by CEB in accordance with the established methodology.

Annexes to the post and non-post resource requirements for 2020

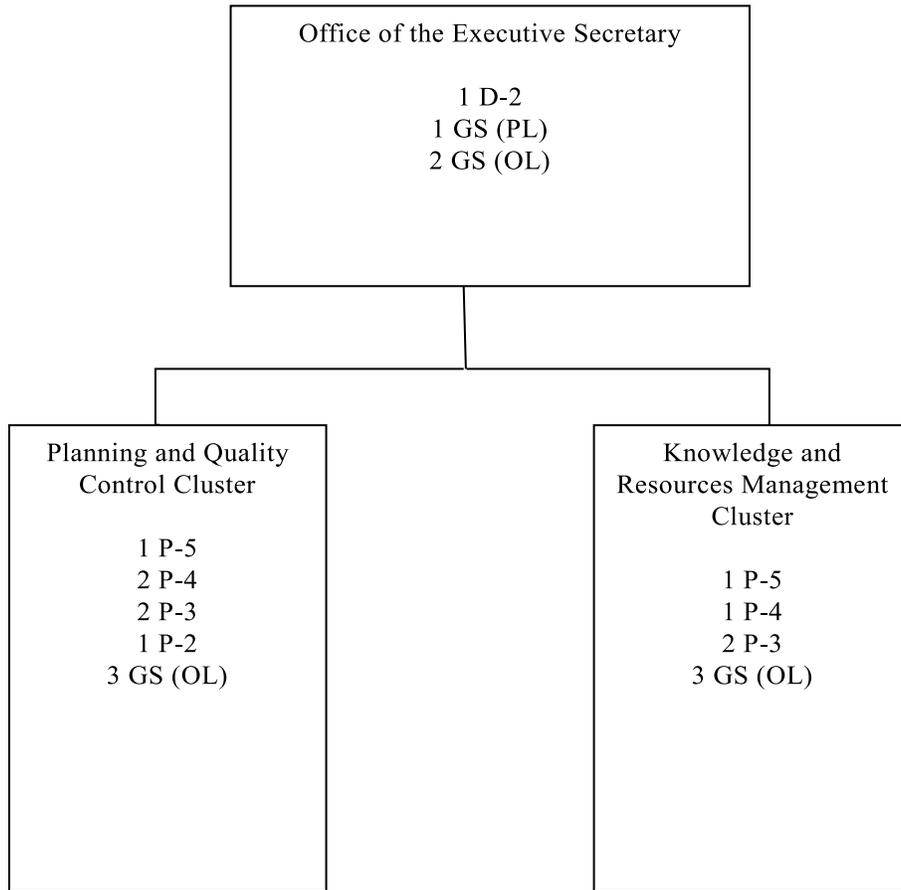
I. Organizational structure and post distribution for 2020

A. International Civil Service Commission



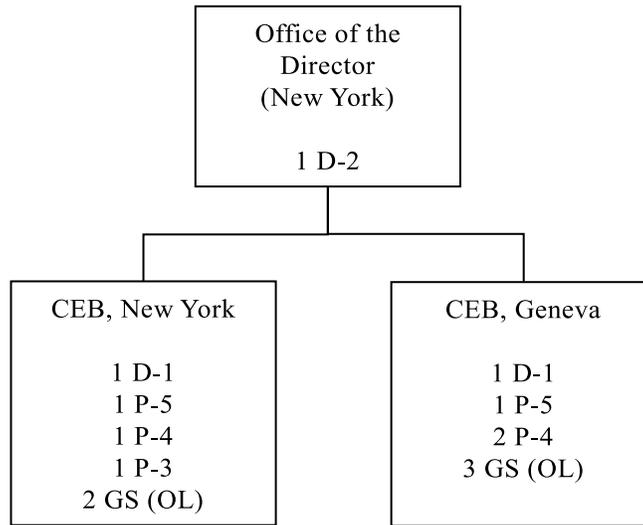
Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

B. Joint Inspection Unit



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

C. United Nations System Chief Executives Board for Coordination



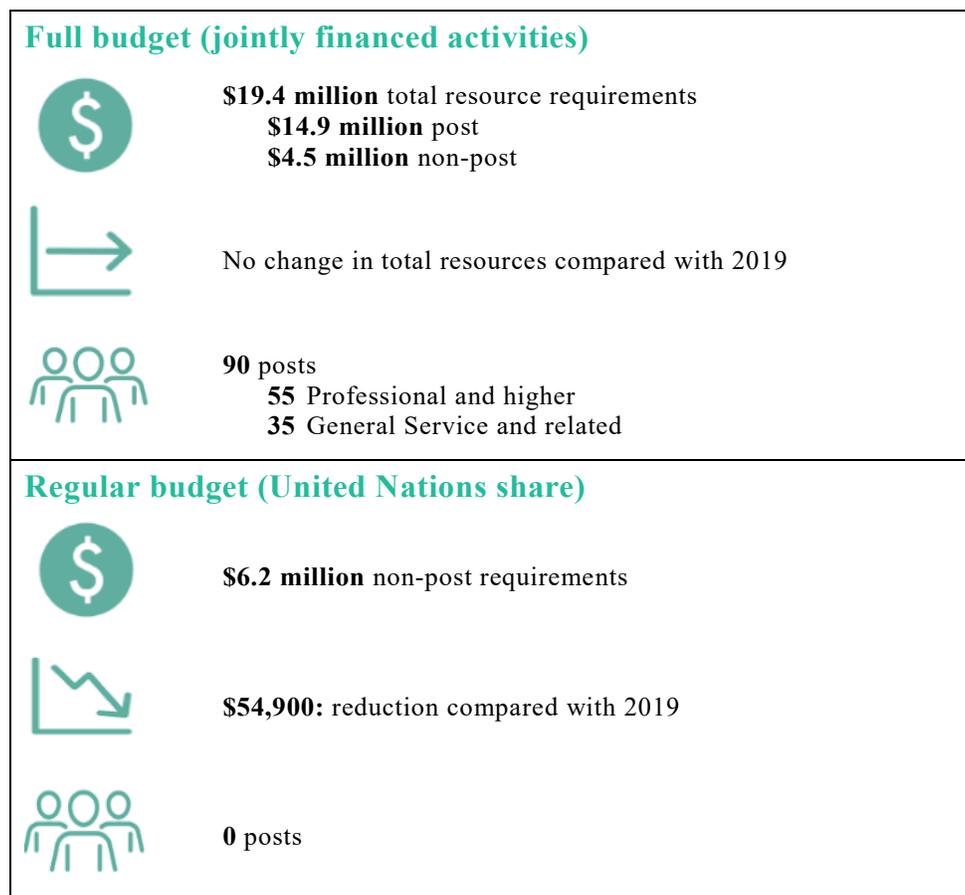
Abbreviation: GS (OL), General Service (Other level).

II. Overview of financial and post resources

A.1 The total resource requirements for 2020 are reflected in figure A.I and table A.1.

Figure A.I

2020 in numbers



Note: Estimates before recosting.

Table A.1

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

(Thousands of United States dollars/number of posts)

	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>
Full budget (jointly financed activities): financial resources			
International Civil Service Commission	9 543.4	9 543.4	–
Joint Inspection Unit	6 643.5	6 643.5	–
United Nations System Chief Executives Board for Coordination	3 199.9	3 199.9	–
Total	19 386.8	19 386.8	–
Full budget (jointly financed activities): post resources			
International Civil Service Commission	45	45	–
Joint Inspection Unit	31	31	–
United Nations System Chief Executives Board for Coordination	14	14	–
Total	90	90	–
Regular budget (United Nations share): financial resources			
International Civil Service Commission	3 454.7	3 359.3	(95.4)
Joint Inspection Unit	1 860.2	1 913.3	53.1
United Nations System Chief Executives Board for Coordination	985.8	973.2	(12.6)
Total	6 300.7	6 245.8	(54.9)

- A.2 The proposed jointly financed resources of the three administrative organizational units of the United Nations system, namely, the International Civil Service Commission, the Joint Inspection Unit and the United Nations System Chief Executives Board for Coordination, and the United Nations regular budget share in the costs of those entities, are reflected in tables A.2 to A.4. The proposed jointly financed resources reflect no resource change compared with 2019. The United Nations regular budget share reflects a reduction compared with the appropriation for 2019. The proposed resource level provides for the full, efficient and effective implementation of mandates.
- A.3 The full budgets of ICSC and the Joint Inspection Unit are presented to the General Assembly for its consideration and approval in accordance with the established arrangements. The full budget of CEB, including the International Public Sector Accounting Standards (IPSAS) project, is presented for information purposes, while the United Nations share of the IPSAS project is presented for approval.
- A.4 The budget proposals for ICSC and the Joint Inspection Unit, as well as the proposed budgets for CEB and the IPSAS project, were circulated by the secretariat of CEB to CEB member organizations seeking their comments. The consultation was carried out during the formulation stage of the proposed programme budget for 2020. In accordance with article 21 of the statute of ICSC and article 20 of the statute of the Joint Inspection Unit, the comments of CEB organizations were taken into consideration in the finalization of the proposed programme budgets in respect of ICSC and the Unit for 2020.

Part X Jointly financed administrative activities and special expenses

Table A.2

Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	2020 estimate (after recosting)		
			Technical adjustments	New/ expanded mandates	Other	Total			Percentage	Recosting
Full budget (jointly financed activities): financial resources										
International Civil Service Commission	9 479.1	9 543.4	–	–	–	–	–	9 543.4	175.1	9 718.5
Joint Inspection Unit	7 443.7	6 643.5	–	–	–	–	–	6 643.5	26.9	6 670.4
United Nations System Chief Executives Board for Coordination	3 414.9	3 199.9	–	–	–	–	–	3 199.9	44.2	3 244.1
Total	20 337.7	19 386.8	–	–	–	–	–	19 386.8	246.2	19 633.0
Full budget (jointly financed activities): main category of expenditure										
Post	17 120.5	14 945.1	–	–	–	–	–	14 945.1	185.1	15 130.2
Non-post	3 217.3	4 441.7	–	–	–	–	–	4 441.7	61.1	4 502.8
Total	20 337.8	19 386.8	–	–	–	–	–	19 386.8	246.2	19 633.0
Regular budget (United Nations share): financial resources										
International Civil Service Commission	3 392.6	3 454.7	(95.4)	–	–	(95.4)	(2.8)	3 359.3	61.5	3 420.8
Joint Inspection Unit	1 835.5	1 860.2	53.1	–	–	53.1	2.9	1 913.3	7.7	1 921.0
United Nations System Chief Executives Board for Coordination	965.9	985.8	(12.6)	–	–	(12.6)	(1.3)	973.2	13.4	986.6
Total	6 194.0	6 300.7	(54.9)	–	–	(54.9)	(0.9)	6 245.8	82.6	6 328.4
United Nations share: main category of expenditure										
Non-post	6 194.0	6 300.7	(54.9)	–	–	(54.9)	(0.9)	6 245.8	82.6	6 328.4
Total	6 194.0	6 300.7	(54.9)	–	–	(54.9)	(0.9)	6 245.8	82.6	6 328.4

Section 31 **Jointly financed administrative activities**

Table A.3
Evolution of established post resources by category^a

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	3	–	–	–	3	–
D-1	5	–	–	–	5	–
P-5	8	–	–	–	8	–
P-4	15	–	–	–	15	–
P-3	8	–	–	–	8	–
P-2/1	5	–	–	–	5	–
Subtotal	44	–	–	–	44	–
General Service						
Principal level	4	–	–	–	4	–
Other level	31	–	–	–	31	–
Subtotal	35	–	–	–	35	–
Total	79	–	–	–	79	–

^a All posts under this section are jointly financed under the established cost-sharing arrangement and are not part of the United Nations regular budget staffing table.

Table A.4
Evolution of temporary post resources by category^{a,b}

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	11	–	–	–	11	–
Total	11	–	–	–	11	–

^a All posts under this section are jointly financed under the established cost-sharing arrangement and are not part of the United Nations regular budget staffing table.

^b Comprises 11 temporary posts for the inspectors of the Joint Inspection Unit.