



General Assembly

Distr.: General
14 April 2021

Original: English

Seventy-sixth session

Items 140 and 141 of the preliminary list*

Proposed programme budget for 2022

Programme planning

Proposed programme budget for 2022

Part VII

Global communications

Section 28

Global communications

Programme 24

Global communications

Contents

	<i>Page</i>
Foreword.	3
A. Proposed programme plan for 2022 and programme performance for 2020**	4
B. Proposed post and non-post resource requirements for 2022***	27
Annexes	
I. Organizational structure and post distribution for 2022.	45
II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies	46
III. Summary of proposed post changes, by component and subprogramme	47

* [A/76/50](#).

** 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.



Foreword

In 2022, the Department of Global Communications will continue its work to inspire people to support the aims and work of the United Nations, at a time when the Organization is at the core of worldwide efforts to recover better from the catastrophic effects of the coronavirus disease (COVID-19) pandemic.

To help to build global solidarity to underpin a better world, the Department will continue to present stories of science – to save lives; solidarity – to promote local and global cooperation; and solutions – to advocate support for populations that have been affected by COVID-19, in languages and formats that people can understand, and reaching them where they are. The Department will continue to deploy an audience-focused approach centred around the three “W”s of communicating for a cause: “what?”; “why care?”; and “what now?”.

When COVID-19 struck the world, the Department responded immediately with the launch of the Verified campaign to produce and disseminate engaging, science-based content – tailored to specific countries and regions – to fill information gaps while combating viral misinformation about the coronavirus. Mobilizing the United Nations system, the initiative also promoted the global efforts to build back better in the wake of the pandemic.

Compelling communications on climate science and action ensures that the goal of building a global coalition for net-zero emissions of greenhouse gases by 2050 stays in the spotlight. The Department communicates facts about the dire state of our planet while offering solutions for its recovery. The Department champions the countries, cities and leaders working to reduce our carbon footprint and provide ways for individuals to pitch in and make a difference.

The Sustainable Development Goals have taken on even greater relevance, and the Department will communicate those Goals as a blueprint for a greener, more equal, just and secure recovery. Peace and security will continue to figure prominently in our coverage.

Amid the pandemic, the world witnessed many remarkable displays of local community mobilization and individual acts of kindness. In 2022, the Department’s communications will continue to support these ideals globally – namely, solidarity guided by science, human rights and sustainability, and driven by multilateralism.

The Department will continue to engage and build our global public audiences in multiple languages, ensuring that the United Nations is recognized as the source of trusted information on the biggest issues of our time. The Department will amplify the voices of the Secretary-General and other United Nations leaders, as well as front-line staff. Our approach is not just to inform, but also to inspire people to care and to mobilize them for action.

(Signed) Melissa **Fleming**
Under-Secretary-General for Global Communications

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 28.1 The Department of Global Communications is responsible for communicating to the world the ideals and work of the United Nations; interacting and partnering with diverse audiences; and building support for the purposes and principles enshrined in the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [13 \(I\)](#), [73/346](#) on multilingualism and, most recently, [75/101](#) A and B on questions relating to information. The world faces grave, complex and evolving challenges. The Department will leverage the power of communications to tell the United Nations story to global audiences in many languages and across multiple platforms in order to mobilize concerted action in support of the United Nations agenda.

Strategy and external factors for 2022

- 28.2 The overall programme plan for 2022 reflects the Department's strategy to strengthen support for the work and purposes of the United Nations by engaging with audiences and encouraging them to act, through impactful storytelling and a focus on solutions. To fulfil its responsibilities, the Department takes the following core approaches in its work: strategic planning by identifying communications goals and target audiences; close working relationships with stakeholders, the substantive departments and offices of the Secretariat and entities of the United Nations system and other key partners; enhanced audience reach through multilingualism and the parity of all six official languages in the preparation of news and communications products; targeted use of the latest information and communications technologies in traditional, social and digital media to deliver information directly and instantaneously worldwide to key audiences; and rigorous evaluation tools and processes to measure the impact of campaigns in order to learn and to adjust the Department's work.
- 28.3 The Department, through its subprogrammes, delivers strategic communications campaigns to engage and inspire target audiences. It works through a global network of United Nations information centres, integrated with United Nations resident coordinator offices, to reach local audiences and provide content for global platforms. It produces accurate, balanced and multilingual news and communications products that convey authoritative information and solutions-based stories. It advocates on priority issues with the help of a wide array of partners, including Member States, civil society, academia, the media and, in particular, young people, to expand programmatic impact. The Department also provides information and services to delegates and staff, including through the Dag Hammarskjöld Library, and promotes knowledge-sharing and internal communication by way of iSeek, the United Nations intranet.
- 28.4 The Department continues to put accuracy, timeliness, and trustworthiness at the centre of its work. In an age when misinformation and hatred are disseminated to sow bigotry, promote discrimination and undermine civil discourse, United Nations communications, including crisis communications, strive to serve as a source of reliable, fact-based information that advances the work, principles and purposes of the United Nations.
- 28.5 For 2022, the Department's planned deliverables and activities reflect known and anticipated challenges related to the coronavirus disease (COVID-19) pandemic that are being faced by Member States. Such planned deliverables and activities include in-person events and communications activities and related multimedia content. Specific examples of such planned deliverables and activities are provided under subprogramme 1, "Strategic communications services".

- 28.6 With regard to cooperation with other entities at the global, regional, national and local levels, the Department works collaboratively with an array of partners, including civil society, Member States, non-governmental organizations, academia, the media and the private sector. The Department has developed a strategic and streamlined approach to partnerships to enhance its ability to target and deliver its message to an even wider community, including young people around the world, in a variety of ways.
- 28.7 With regard to inter-agency coordination and liaison, as the secretariat for the United Nations Communications Group and its various task forces on subject matters, the Department works to strengthen the coordination of communications, including crisis communications, across the United Nations system, including through United Nations communications groups at the country and regional levels, in order to harmonize communications on specific issues for greater impact. Coordination has also been strengthened through the integration of United Nations information centres with resident coordinator offices, in line with the implementation of the United Nations development system reform. The Department's field staff serve as communications officers and advisers to resident coordinators and work under their direct supervision. As part of the integration process, the Information Centres Service worked with the Development Coordination Office to provide strategic communications support to resident coordinators in countries without an information centre presence, to ensure the Department's global communication reach.
- 28.8 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) All stakeholders and partners fulfil their responsibilities and obligations under service agreements and partnerships;
 - (b) Access by target audiences to programmes, products and services is not limited by communications technology, security or infrastructure conditions.
- 28.9 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 28.10 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The strategic communications guidance of the Department includes gender as a key priority, and a gender perspective is mainstreamed into the work of the Department as a matter of practice. The Department is promoting the balanced presence of women and men, as well as a multidimensional representation and portrayal of women and men, in all of its products, campaigns, events and activities. Gender stereotypes and discrimination against women are challenged by offering a wide range of alternative perspectives, including the representation and participation of women as a key communications focus area, helping to ensure that all media products, campaigns and outreach efforts are gender-inclusive and promote gender equality and women's empowerment.
- 28.11 In line with the United Nations Disability Inclusion Strategy, the Department has identified focal points to help to develop a common and coordinated approach to the implementation of relevant General Assembly mandates and to making United Nations services and activities accessible for persons with disabilities. The focal points provide communications support to the Strategy, including by setting accessibility standards for United Nations websites, developing a dedicated website and providing internal communications support through iSeek, the United Nations intranet.

Programme performance in 2020

Impact of COVID-19 on programme delivery

- 28.12 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department. The impact included the cancellation of in-person events and communications

activities. The cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 2 and 3.

- 28.13 At the same time, however, some planned deliverables and activities were modified during 2020, within the overall scope of the objectives of the subprogrammes, in order to provide information on issues related to the COVID-19 pandemic. The Department quickly pivoted towards the implementation of the new global communications strategy for the United Nations, with a focus on COVID-19 communications at both the global and the country levels. All communications were reoriented towards the pandemic, with the Department developing the United Nations COVID-19 communications response initiative, which included the Verified campaign to combat misinformation, and taking a lead role in the crisis communications efforts of the United Nations system, together with the World Health Organization (WHO). Communications on other key issues on the United Nations agenda, such as the Sustainable Development Goals and climate change, were reframed with a focus on the COVID-19 dimension. Specific examples of the modified activities are provided under all subprogrammes. The modified deliverables and activities contributed to results in 2020, as described in the programme performance under subprogramme 1.
- 28.14 Using digital technologies, the Department was able to transition to remote work immediately and to produce COVID-19-related content for different audiences across its various multimedia platforms in the six official languages of the United Nations and in Hindi, Kiswahili and Portuguese. The Department continued to design, produce, coordinate and promote United Nations content and Member State initiatives related to COVID-19 response and recovery plans through its existing and new distribution partners, expanding its reach at the global level and through the network of United Nations information centres and resident coordinator offices. During this period, the Department has continued to cover all open intergovernmental meetings and to support press briefings.
- 28.15 The Department also reoriented its outreach and educational activities, including those aimed at young people and civil society, by adapting them for virtual participation.
- 28.16 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Department will mainstream lessons learned and best practices related to the adjustments to, and adaptation of, its programme owing to the COVID-19 pandemic. Specific examples of lessons learned include the opportunities and constraints of conducting all outreach activities virtually, as described under the subprogrammes. Through virtual platforms, global outreach was extended to participants beyond those who were able to attend in person. Virtual platforms will continue to provide a way to deliver outreach activities through 2021 and beyond. Furthermore, the network of United Nations information centre libraries is engaging wider audiences through an increased focus on digital outreach, rather than traditional in-person visits.

Legislative mandates

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

General Assembly resolutions

13 (I)	Organization of the Secretariat	57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
168 (II)	United Nations Day		
423 (V)	Human Rights Day		
32/40 B	Question of Palestine	57/129	International Day of United Nations Peacekeepers
35/201	Annual Reham Al-Farra Memorial Journalists' Fellowship Programme	60/7	Holocaust remembrance
36/67	International Year of Peace and International Day of Peace	60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
54/134	International Day for the Elimination of Violence against Women		

Section 28 Global communications

62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade	75/80	United Nations Disarmament Information Programme
64/13	Nelson Mandela International Day	75/101 A	Questions relating to information: information in the service of humanity
74/128	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	75/101 B	Questions relating to information: United Nations global communications policies and activities
75/23	Special information programme on the question of Palestine of the Department of Global Communications of the Secretariat	75/121	Dissemination of information on decolonization
75/25	Follow-up to the Declaration and Programme of Action on a Culture of Peace	75/237	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action

Deliverables

28.18 Table 28.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 28.1

Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fifth Committee	1	1	1	1

Evaluation activities

- 28.19 The planned evaluation on communications activities in support of action on climate change in 2020 had to be postponed owing to liquidity constraints and the reprioritization of resources in support of the Department's work on COVID-19 communications.
- 28.20 A self-evaluation on the implementation of multilingualism in the Department of Global Communications is planned for 2022.

Programme of work

Subprogramme 1

Strategic communications services

- 28.21 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

- 28.22 To contribute to the objective, the subprogramme will deliver strategic communications campaigns aimed at engaging audiences on United Nations priorities, including development, peace and security and human rights. The delivery of those campaigns will be directed by the global communications strategy for the United Nations and facilitated through a variety of communications tools, including audience-targeted messaging, issue-focused content and inspiring stories, drawing attention to solutions and successes and creating momentum for further action. The impact and progress of the Organization's work will be demonstrated and amplified through the United Nations Communications Group, which will coordinate communications activities across the United Nations system.
- 28.23 The subprogramme will also work to promote strategic communications priorities of the United Nations through its information centres by designating key centres to guide and assist other centres and resident coordinator offices in their respective regions. By sharing expertise and resources and developing multimedia content that supports targeted and localized messages and communications campaigns, the centres will enhance both the impact at the country level and the support for resident coordinator offices and United Nations country teams, in line with the reform of the United Nations development system.
- 28.24 The subprogramme plans to provide information on issues related to COVID-19 by developing and promoting content that addresses misinformation, builds confidence in health messaging and vaccination, and promotes the ongoing process of recovery towards a more equal, inclusive, sustainable, safe and healthy planet.
- 28.25 The above-mentioned work is expected to result in:
- (a) Increased knowledge and engagement of target audiences around the globe, and further action in support of United Nations priorities;
 - (b) Global reach of communications campaigns available in the languages and on the platforms used by audiences, thus ensuring greater impact.
- 28.26 The planned information activities on issues related to COVID-19 are expected to help to drive communications for a sustainable recovery, including action on climate change.

Programme performance in 2020

- 28.27 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Reduced misinformation on the COVID-19 pandemic through the communications response initiative, in particular the Verified campaign

- 28.28 In 2020, in addition to the COVID-19 pandemic, the world faced an "infodemic" of misinformation relating to the virus. In response, the subprogramme engaged with audiences worldwide through the United Nations COVID-19 communications response initiative under the theme "Together for science, solutions and solidarity", aimed at tracking local and regional misinformation trends and countering false claims with factual, science-based information through the Verified campaign, created to lead the narrative and mobilize action.
- 28.29 The subprogramme shared global Verified content, which was amplified and translated into multiple languages by information centres. The centres also created original region- and country-specific multilingual messaging, GIFs and videos featuring local influencers, and worked with local partners to maximize audience outreach. The centres produced public service announcements on misinformation, the proper use of masks and other health advice related to COVID-19 in multiple languages. Local United Nations communications groups and United Nations country teams further amplified the Verified content on their social media platforms. Messaging was also featured in public

spaces such as subway stations and during events such as soccer games. Over a period of six months, the number of volunteers contributing to the campaign grew to more than 110,000.

Progress towards the attainment of the objective, and performance measure

- 28.30 The above-mentioned work contributed to the objective, as demonstrated by 25 million people being reached through the Verified campaign directly on their phones through applications or by text message, with campaign videos generating 660 million views (see table 28.2). The Verified campaign served as the subprogramme's flagship example of delivering on the objectives of the United Nations global communications strategy of leading the narrative, inspiring people to care and mobilizing action. It also showcased the important role play by the Department's information centres in strategy implementation.

Table 28.2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	25 million people reached through the Verified campaign directly on their phones through applications or by text message, with campaign videos generating 660 million video views

Impact of COVID-19 on subprogramme delivery

- 28.31 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled several in-person outreach events and activities and, where feasible, moved them online. Some examples of fully virtual events include the Sustainable Development Goals media zone during the seventy-fifth session of the General Assembly, the annual training programme for Palestinian journalists and the training programme on communicating about sexual exploitation and abuse for staff from peace operations. Owing to the pandemic, United Nations information centres were able to organize only 33 Model United Nations conferences, compared with 123 in 2019.
- 28.32 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. Since the outset of the pandemic, the Department has coordinated the United Nations system communications response through the United Nations Communications Group Crisis Team, which it co-chairs with WHO. The Department has shared daily emails on the COVID-19 communications response across the system, a regularly updated key messaging document and a forward planning calendar. This has helped the United Nations system to harmonize its messaging on the pandemic and to coordinate communications activities for maximum impact. The updates and information briefs have also been shared with the field through the network of United Nations information centres and resident coordinator offices. While country-level communications were coordinated through United Nations communications groups, United Nations information centres played an integral role, having chaired more than 400 United Nations communications group meetings during the year, developed COVID-19 crisis communications strategies and provided daily media monitoring and situation reports. In addressing the pandemic, the centres worked closely with resident coordinator offices, WHO and other agencies in United Nations country teams to organize a range of activities and create products to engage the public through diverse communications platforms, including both social and traditional media, resulting in coordinated, localized messaging that underpinned United Nations efforts to meet country needs. Furthermore, the Department launched a website bringing together all the information on COVID-19 from across the United Nations system. The Department serves as the communications lead, together with WHO, for advising the United Nations crisis management team at the level of

principals. The Department was responsible for communications planning and support for the launch of the Secretary-General's policy briefs in response to the pandemic, including their dissemination to partners and key audiences. In addition, the Department also launched a communications campaign to promote the Secretary-General's call for a global ceasefire in all corners of the world in order to focus on defeating COVID-19. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 28.33 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: from an informed understanding to increasing engagement with United Nations campaigns¹

Programme performance in 2020

- 28.34 The subprogramme continued to produce and disseminate information material on the Sustainable Development Goals to engage audiences through its various digital platforms. Increased multimedia content and collaborations with macro- and micro-influencers helped to grow the number of followers of the GlobalGoalsUN social media accounts (Twitter and Facebook) by 26 per cent, from 647,000 in 2019 to 815,000 in 2020. The subprogramme also updated the Sustainable Development Goals website (www.un.org/sustainabledevelopment), adding more visual content and providing timely material on the links between COVID-19 and the Goals.
- 28.35 The above-mentioned work contributed to 25 million visitors to the Sustainable Development Goals website, which exceeded the planned target of 17.6 million visitors reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 28.36 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to redesign the Sustainable Development Goals website to make it more user friendly and will move the website to the Drupal-based platform for better integration across websites within the un.org domain. The expected progress is presented in the performance measure below (see table 28.3).

Table 28.3
Performance measure^a

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^b	2022 (planned)
15.5 million visitors to the Sustainable Development Goals website	16.8 million visitors to the Sustainable Development Goals website	25 million visitors to the Sustainable Development Goals website	18.5 million visitors to the Sustainable Development Goals website	30 million visitors to the Sustainable Development Goals website

^a The performance measure relating to participation in the Sustainable Development Goals Media Compact is reported in figure 28.I.

^b To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 28)).

Result 2: mobilizing the media for implementation of the Sustainable Development Goals²

Programme performance in 2020

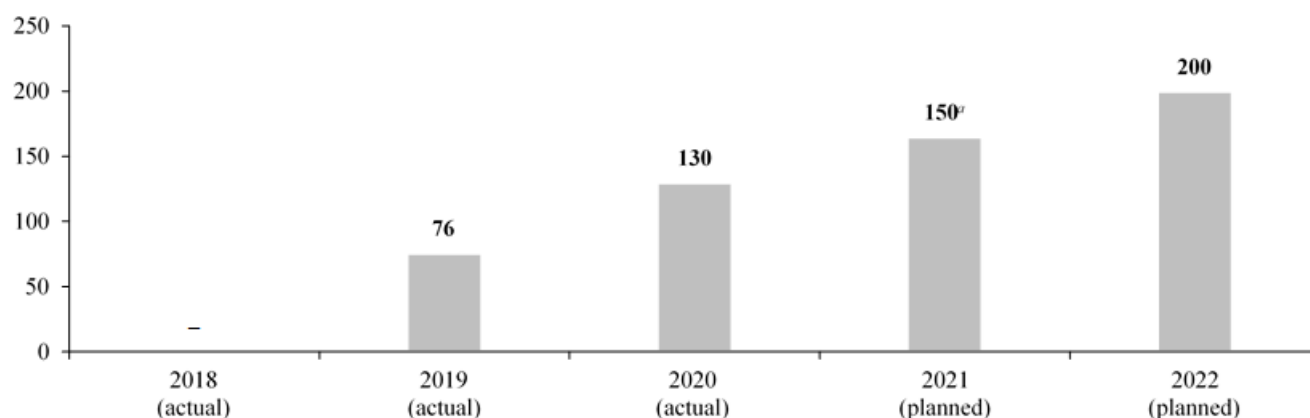
- 28.37 The subprogramme has continuously expanded the Sustainable Development Goals Media Compact through active outreach from Headquarters and United Nations information centres around the world. A press release announcing that the Compact had reached 100 members helped to galvanize new members, and monthly content packages on the Goals provided by the subprogramme continued to inspire coverage. Exclusive briefings organized for Compact members, such as those by the Under-Secretary-General for Global Communications and by a film-maker and Sustainable Development Goals Advocate, helped to drive coverage of key campaigns during the year. Advance planning for the General Assembly, the production of multimedia content and coordinated outreach to partners yielded strong results. The Department partnered with media organizations for the Sustainable Development Goals media zone held during the General Assembly, which reached more people than ever, with 165,000 video views and a potential broadcast audience of up to 300 million households.
- 28.38 The above-mentioned work contributed to increasing the number of members of the Sustainable Development Goals Media Compact to 130, which exceeded the planned target of 110 members reflected in the programme budget for 2021. New media outlets that joined the Compact in 2020, thus committing themselves to driving action on the Sustainable Development Goals, included Al-Jazeera English (United States of America), the Standard Group (Kenya), Afrique Nouvelle Radio (Cameroon), the Nigerian Observer, Morocco World News, Youm7 (Egypt), Scoop (New Zealand), Television Osaka (Japan), the Shanghai Media Group (China), ANSA (Italy) and Sistema Sagres (Brazil).

Proposed programme plan for 2022

- 28.39 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will strengthen its outreach and coordination capacity, and continue to engage United Nations information centres in mobilizing local, national and regional media outlets committed to the Sustainable Development Goals. The expected progress is presented in the performance measure below (see figure 28.I).

Figure 28.I

Performance measure: total number of members of the Sustainable Development Goals Media Compact (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

² As reflected in the programme budget for 2021 (A/75/6/Add.1).

Result 3: strengthened action on climate change

Proposed programme plan for 2022

- 28.40 United Nations communications on climate action are aimed at driving a science-based narrative, highlighting solutions, advocating stronger national climate plans and mobilizing individuals to take action. To achieve these objectives, the subprogramme launched, in September 2020, a redesigned climate website (www.un.org/climatechange) in the six official languages to serve as an information hub featuring easily digestible, graphically illustrated digital content for broad audiences. The website generated more than 55,000 page views during the high-level week of the seventy-fifth session of the General Assembly alone and a total of 1.25 million during all of 2020 (including the previous version of the website). On social media, 388,000 posts used the “Climate action” hashtag (#ClimateAction) and generated close to 35 million engagements (likes, shares and comments) over the course of 2020. These numbers are expected to grow in the lead up to the twenty-sixth Conference of the Parties to the United Nations Framework Convention on Climate Change in November 2021 and beyond. The mobilization of individuals through the ActNow campaign saw a boost through the introduction of a mobile application in September 2020, with 15,000 users gained and 120,000 actions logged within the first month. In the application, users are invited to choose a set of sustainable habits to track in order to measure their impact in terms of lowering carbon dioxide emissions and saving water and electricity. The sustainable habits encouraged by the campaign include 10 simple actions, such as walking or biking instead of driving, turning off lights when leaving a room, taking shorter showers, using a reusable water bottle and buying local produce, that users can track and log to reinforce their commitment to a more sustainable lifestyle. In November, the campaign reached the milestone of 1 million individual climate actions logged on the website or in the ActNow application. In addition, a children’s version of ActNow, Climate Action Superheroes, was introduced in November to broaden the campaign’s reach to children under the age of 12 years and their parents. The Department’s promotion of major reports by the United Nations Environment Programme and the World Meteorological Organization highlighting the scientific basis for urgent action also received wide attention. The Department produced web and social media content, including quote cards, announcement cards and GIFs, for the Climate Ambition Summit, which was held on 12 December on a virtual platform.

Lessons learned and planned change

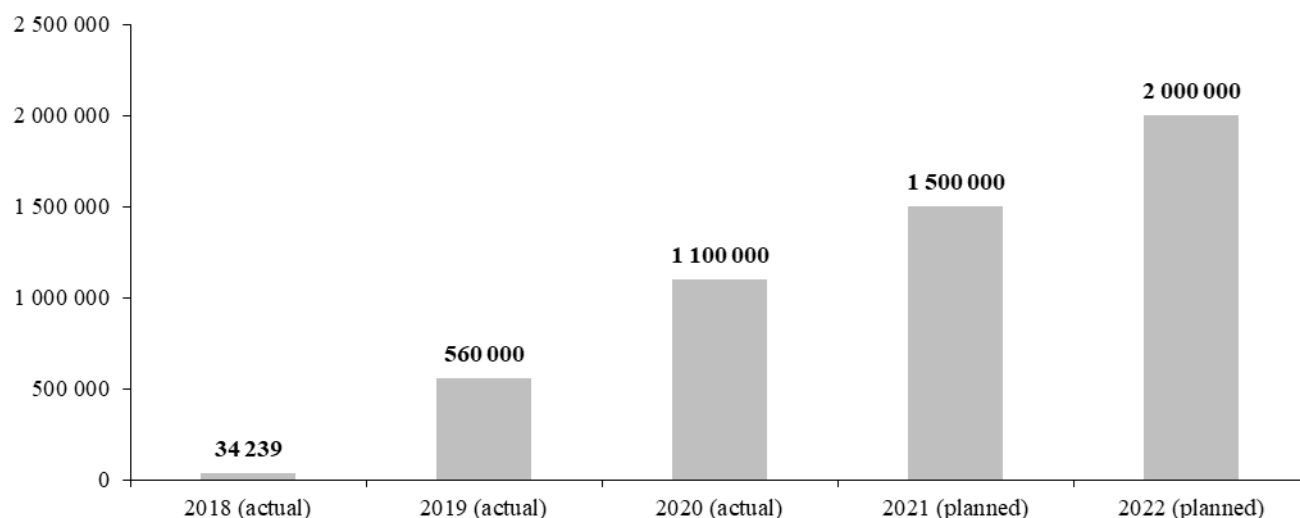
- 28.41 The lesson for the subprogramme was that the use of multimedia and simple, issue-focused content can boost engagement on social media and attract viewers to the climate website. Through outreach and the production of content, United Nations information centres can also help to drive traffic, especially to the various language versions of the website and to create content in additional languages. For the ActNow campaign, the engagement of influencers, such as a UNEP Goodwill Ambassador, made a big difference in boosting public participation in the campaign. In applying the lesson, the subprogramme will produce more infographics, GIFs and short videos, as well as interviews, short stories and quizzes, to inform and engage audiences on various platforms and in multiple languages. The subprogramme is also strengthening its collaboration with United Nations information centres for national and regional climate campaigns with a view to further mobilizing climate action by stakeholders across the globe. More influencer outreach is planned in the year ahead, and the ActNow campaign will participate in Count Us In, the citizen action campaign of the high-level champions for climate action of the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

Expected progress towards the attainment of the objective, and performance measure

- 28.42 This work is expected to contribute to the objective, as demonstrated by the upward trend in the number of climate actions logged on the website or in the ActNow application (see figure 28.II). For the climate website, assuming a growth rate of close to 5 per cent, page views are projected to reach 1.31 million in 2021 and 1.37 million in 2022. The number of climate actions logged under the ActNow campaign is projected to reach close to 1.5 million by the end of 2021 and 2 million by the end of 2022.

Figure 28.II

Performance measure: total number of climate actions logged on the website or in the ActNow application (cumulative)



Deliverables

28.43 Table 28.4 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 28.4

Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the General Assembly on the dissemination of information on decolonization	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	26	26	26	26
2. Training programme for Palestinian broadcasters and journalists	24	24	24	24
3. International Media Seminar on Peace in the Middle East	2	2	2	2
D. Communication deliverables				
Outreach programmes, special events and information materials: communications campaigns and strategic outreach events and programmes through the Department's field offices reaching local audiences through lectures, exhibits and the organization of more than 100 Model United Nations conferences on priority issues or special observances of the United Nations, with specific target audiences (e.g., civil society, youth, academia, governments and the private sector) and working in some 120 languages.				
External and media relations: press conferences, briefings and panel discussions on United Nations priorities, activities, events, publications, reports and outcomes of negotiations or other United Nations activities; media outreach, including media interviews and/or placement of opinion articles; strategic partnerships with education institutions, the media, civil society, the private sector, the creative community and other partners; and production of radio and television programmes.				
Digital platforms and multimedia content: flagship and other social media accounts, campaigns and multilingual websites managed by United Nations information centres.				

Subprogramme 2

News services

Objective

- 28.44 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

- 28.45 To contribute to the objective, the subprogramme will produce and deliver timely, accurate and balanced news and, where feasible, customized news and information materials (textual, audiovisual and photographic) and provide services to the media and other consumers, including through the use of the newest web-based and mobile distribution platforms, with an overall emphasis on multilingualism from the planning stage.
- 28.46 The above-mentioned work is expected to result in:
- (a) An increase in the number of users of the subprogramme's products and services;
 - (b) Increased public awareness of and engagement with the United Nations through access to more user-friendly and diversified content and a broader range of options available to audiences, from traditional to social media.

Programme performance in 2020

- 28.47 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Access to an authoritative and inspiring source of stories about the United Nations COVID-19 response

- 28.48 At the onset of the global COVID-19 pandemic, the subprogramme provided critical business continuity through the multilingual United Nations News website, which served as a global public-facing website offering authoritative information on the efforts of the United Nations to save lives, protect societies and recover better, including solutions-oriented and engaging stories about experiences and initiatives at the forefront of the fight against COVID-19. United Nations News moved seamlessly to remote coverage of the global work of the United Nations, ensuring that there was no disruption to the public-facing websites and providing compelling stories, as well as audio and video content, in nine languages on a range of United Nations priorities and on the work of the principal United Nations bodies. Moreover, the teams transitioned to applying the principles of the newly launched United Nations global communications strategy to drive their digital storytelling. The emphasis on solutions-based journalism and audience-focused content creation can be seen in the increase in followers and engagement during the reporting period.
- 28.49 The subprogramme also reacted quickly to the pandemic. By early February 2020, United Nations News had created an aggregated COVID-19 page for global audiences as a go-to site for daily news updates, with content in nine languages. In addition, a prominent link to the United Nations COVID-19 portal was added to the United Nations News Reader application.
- 28.50 The subprogramme produced articles about United Nations in-country work, showcasing powerful stories of health-care workers around the globe battling the virus and personal testimonies highlighting regional efforts, such as African artists pushing back against the rising infodemic of misinformation regarding the crisis and drawing on traditional means of information-sharing, including community radio stations. The subprogramme garnered audience interest in the top-trending themes of COVID-19 and climate change.

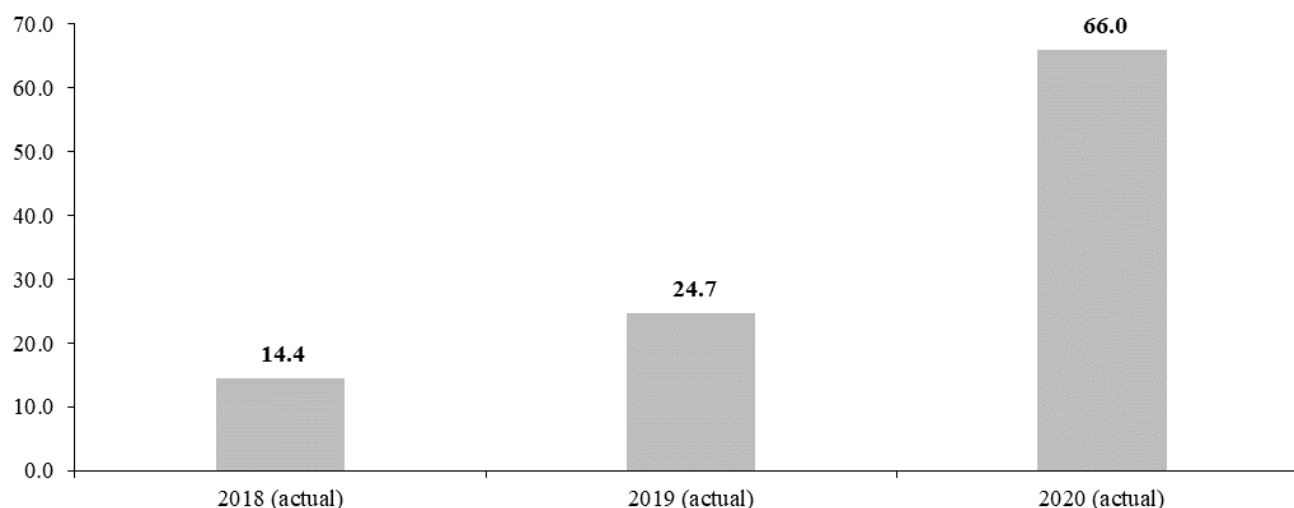
Progress towards the attainment of the objective, and performance measure

- 28.51 The above-mentioned work contributed to the objective, as demonstrated by more than 66 million page views across the multilingual United Nations News websites in 2020 (see figure 28.III). The number of visitors increased from 10.6 million in 2019 to 37 million in 2020, a four-fold increase. In addition, the United Nations News in Chinese account on Weibo, a Chinese social media platform, accumulated more than 126 million followers during the first five months of 2020, an almost four-fold increase from 2019. United Nations News in Arabic served as a trusted source of information for the region, with page views increasing by more than 600 per cent over the first five months of 2020. Growth in March was unprecedented; page views increased by 1,000 per cent and the number of users by 1,772 per cent. United Nations News in Spanish had a record surge in numbers, with page views increasing by more than 500 per cent from February to June. By October, the Spanish site had reached 23 million page views, equivalent to the total for all languages in 2019.

Figure 28.III

Performance measure: total number of page views across the multilingual United Nations News websites (cumulative)

(Millions)

**Impact of COVID-19 on subprogramme delivery**

- 28.52 In response to the pandemic, the subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme developed and launched in the space of just four days a new web portal dedicated to providing information, updates and advice on the COVID-19 pandemic to the general public, Member States and United Nations staff. The site is available in all six official United Nations languages. Since its launch, the portal has had an average monthly reach of more than 485,000 users and average monthly engagement of more than 750,000 page views.
- 28.53 The subprogramme worked rapidly with the global United Nations family, including United Nations information centres, resident coordinator offices, agencies, funds and programmes, to obtain footage from the field to create dynamic multimedia stories related to COVID-19 across regions and languages. In addition, the subprogramme worked remotely to cover all intergovernmental proceedings, working closely with the Department for General Assembly and Conference Management and with Member States to receive their statements. The subprogramme ensured the timely and accurate issuance of press releases in English and French summarizing the proceedings.
- 28.54 The United Nations webcast service improved and expanded its live and on-demand streaming coverage of United Nations meetings and events to other digital platforms, including Facebook and

Twitter, reaching a wide and diverse global audience. With COVID-19 restrictions, Member States, the media and global audiences relied increasingly on United Nations Web TV to follow live and on-demand virtual meetings and events. A special COVID-19 playlist with more than 300 videos, including all COVID-19 press briefings conducted by WHO, was made available to global audiences on the United Nations Web TV website.

Planned results for 2022

- 28.55 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: engaging youth through digital dynamism³

Programme performance in 2020

- 28.56 The subprogramme has improved its communications tools for an enhanced and deeper engagement with younger audiences by producing thematic subsites that appeal to that audience and solutions-oriented material tailored to and designed to engage youth. The subprogramme has continued to develop the new Drupal-based platform, known as “UN2”, on which un.org is built, by ensuring that all new campaign sites and subsites are created within the new platform, enabling priority communications initiatives to benefit from the functionality and design improvements that have resulted from the implementation of the new platform.
- 28.57 The subprogramme has also built closer synergies with output on the official United Nations social media accounts, with a view to optimizing cross-promotion opportunities between social media and the website. Furthermore, the subprogramme has embarked on a project to redesign legacy evergreen content from the old platform to suit the new, more visual and mobile-friendly platform. All these developments are aimed at driving reach and deeper engagement among younger audiences.
- 28.58 The above-mentioned work contributed to total duration of visits to the United Nations website of 5,194,211 hours, which exceeded the planned target of total visit duration of 3,237,455 hours reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

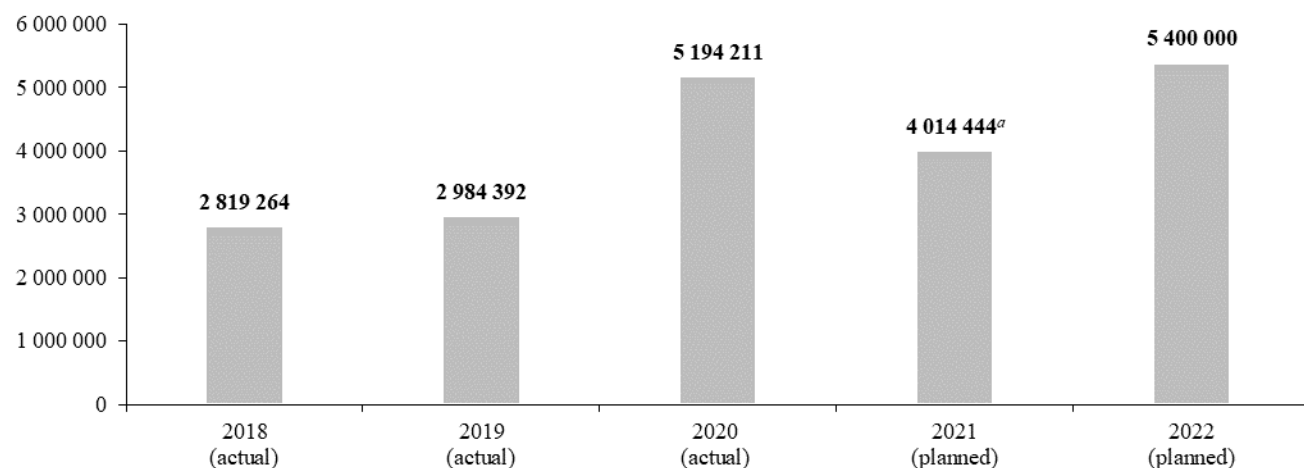
- 28.59 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to migrate legacy content to the new platform and to ensure that all new content is created in the UN2 platform. Furthermore, the subprogramme will look for ways to further expand the scale and scope of the new platform with the aim of growing deeper engagement among younger target audience groups. The expected progress is presented in the performance measure below (see figure 28.IV).

³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 28)).

Figure 28.IV

Performance measure: total duration of visits to the United Nations website

(Number of hours)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: multimedia content at a glimpse⁴**Programme performance in 2020**

28.60 The subprogramme has continued its work to create a unified platform that will enable visitors to access audiovisual materials (audio, video and photo) from one website. In 2020, the team focused on the technical work required to connect the various back-end platforms for each asset to a shared public-facing website. The subprogramme also ensured that a common metadata schema was agreed upon, which will be applied across these platforms, thereby allowing for searches across different kinds of media. Furthermore, the subprogramme worked on the design of a landing page for webcasts and some of the common pages that will be used throughout this United Nations ecosystem of multimedia products.

28.61 The above-mentioned work contributed to 57 million minutes of on-demand videos watched in 2020, which did not meet the planned target of 59 million minutes reflected in the programme budget for 2021. The target was not met because fewer meetings and events were held at Headquarters in 2020 owing to the COVID-19 pandemic. Furthermore, less video content was produced, which also contributed to the lower watch time.

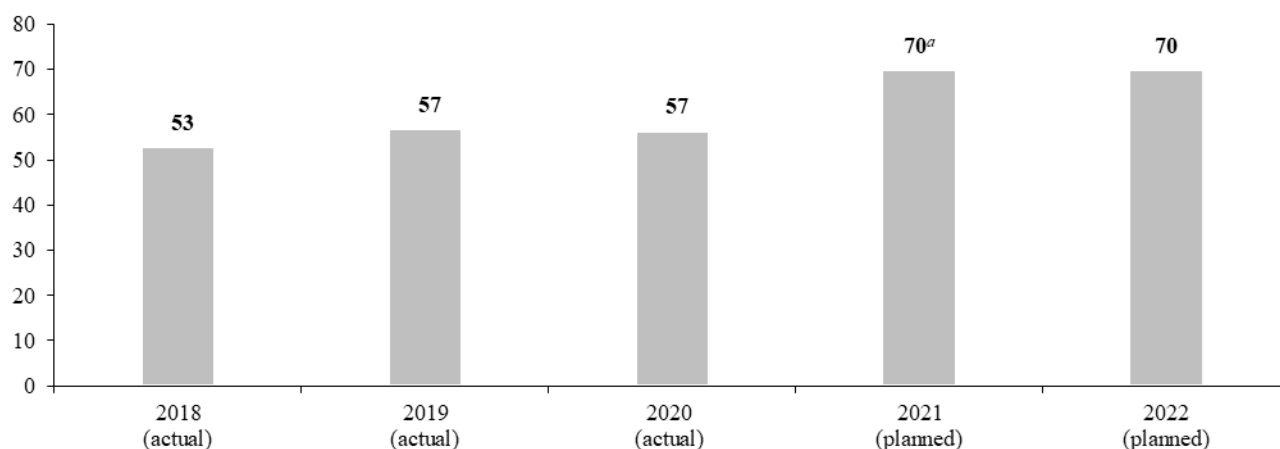
Proposed programme plan for 2022

28.62 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will roll out the unified platform for audio, video and photo assets. In 2022, it will focus on improving the performance of the platform, on the basis of metrics and data, to ensure that audiences and clients around the world come to the website, find what they need and are enticed to stay and access materials for a longer time. The expected progress is presented in the performance measure below (see figure 28.V).

⁴ As reflected in the programme budget for 2021 (A/75/6/Add.1).

Figure 28.V
Performance measure: watch time of on-demand videos per year

(Millions of minutes)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: increased focus on climate change

Proposed programme plan for 2022

- 28.63 Climate action is a priority for the Organization, and it is critical to highlight the efforts made by the United Nations and the action taken by countries to mitigate the effect of climate change. The subprogramme continues to work closely with various United Nations offices on a wide array of activities and events focused on the protection of the environment and sustainable development issues, including providing coverage of major events and conferences, reporting on special events and producing video content on climate change. In 2020, subprogramme 1 launched a revamped climate action website (www.un.org/en/climatechange), available in all six official languages, with new sections on recovering better, the science of climate change, actions and solutions, and ways for the public to support the call of the United Nations for climate action.

Lessons learned and planned change

- 28.64 The lesson for the subprogramme was that the coverage of breaking stories and news on climate change can be used to explain the underlying issues. Furthermore, the subprogramme can use such coverage to showcase the way in which the United Nations is actively combating climate change around the world. In applying the lesson, the subprogramme will create targeted multimedia and multilingual content on the topic, with the help of United Nations agencies, and work with partners and social media influencers to further share authoritative and trusted information. It will promote inspiring stories that illustrate the pivotal role of the United Nations in advancing climate action and addressing biodiversity and action on the oceans on several digital and media platforms, including United Nations News and other key websites. This approach will be supported by search engine optimization, and the subprogramme will review real-time metrics to measure the impact of its multimedia content on climate change. It will react to changes in the information technology landscape and audience patterns, and work with social media influencers to disseminate the content to target audiences and build an understanding of the issues and necessary action.

Expected progress towards the attainment of the objective, and performance measure

- 28.65 This work is expected to contribute to the objective, as demonstrated by an increase in users of news related to climate action (see table 28.5).

Table 28.5

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Access to breaking news related to climate change	Access to breaking news related to climate change	Access to breaking news related to climate change including feature stories, explainers and advocacy-oriented content in response to audience interest	Dedicated multimedia content on climate change increasingly viewed, with a tagging system used to collect baseline metrics to measure engagement by thematic issue	25 per cent increase in users of news related to climate action

Deliverables

- 28.66 Table 28.6 lists all deliverables, by category and subcategory, for the period 2020–2022, that contributed and are expected to contribute to the attainment of the objective stated above.

Table 28.6

Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory

D. Communication deliverables

External and media relations: accreditation of and services to 1,000 members of the media, covering the United Nations meetings; coverage of intergovernmental meetings; online publication and distribution of speeches and statements of the Secretary-General and the Deputy Secretary-General and transcripts of press encounters of the Secretary-General; and photo coverage of meetings of key intergovernmental bodies and activities of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly.

Digital platforms and multimedia content: daily multimedia content – audio, video and text – in the six official languages and three non-official languages (Hindi, Kiswahili and Portuguese) disseminated through multiple platforms and channels, including online and on social media, and through partnerships with external media organizations; creation, updating and maintenance of the core United Nations website (including the home page), 185 United Nations observances and major global campaigns in the six official languages; assistance to United Nations entities to ensure that their websites meet the requirements for United Nations language parity (some 43 websites); live television coverage, including live streams, and the posting of on-demand webcasts of intergovernmental meetings and other newsworthy events taking place at Headquarters; and provision of audiovisual library services to delegates, media outlets and others.

Subprogramme 3 Outreach and knowledge services

Objective

- 28.67 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

- 28.68 To contribute to the objective, the subprogramme will engage in advocacy with a broad and international range of academic institutions, students and educators, the creative community and civil society. The subprogramme will organize briefing programmes, special events, guided tours and interactive workshops, and engage with organizers of Model United Nations conferences. In addition to focusing on the Sustainable Development Goals, the subprogramme will organize outreach and education programmes on the Holocaust and the transatlantic slave trade. It will create publications, research guides and exhibits on the same priorities, with a special focus on youth. The subprogramme will develop communications materials, visual identities and branding in support of United Nations priorities. The subprogramme will also develop and maintain strategic partnerships with the entertainment, advertising and publishing industries, major sports and international events and institutions of higher education and research, targeting youth in particular. The subprogramme will work with partners to develop multilingual, effective educational resources and programmes, campaigns, projects and events to inspire and encourage action for the 2030 Agenda for Sustainable Development. In addition, the subprogramme will facilitate knowledge-sharing and the preservation of United Nations information resources for internal and external audiences.
- 28.69 The above-mentioned work is expected to result in:
- (a) A better understanding of the principles and purposes of the United Nations, as well as the mobilization of youth and student participation in local, regional or national political, non-governmental and intergovernmental processes;
 - (b) Increased mobilization of youth and student activity to advance the achievement of the Sustainable Development Goals and foster a new generation of leaders committed to the principles and values of the United Nations;
 - (c) Increased access to United Nations documentation and information by Member States, United Nations staff around the world, research institutions, youth, schools and the general public for improved engagement, awareness and decision-making.

Programme performance in 2020

- 28.70 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Staff of the Secretariat and 17 United Nations agencies, funds and programmes receive access to timely and reliable information on COVID-19

- 28.71 The subprogramme manages the Secretariat's internal communications platform, iSeek, reaching all United Nations staff at Headquarters and in the field. Early in March 2020, at the onset of the COVID-19 pandemic, the subprogramme responded to the urgent need of staff for timely and reliable information about the impact of COVID-19 on working conditions, safety and security and personal health and well-being.
- 28.72 The subprogramme created two initiatives. Firstly, beginning in March 2020, the subprogramme launched a series of online town hall meetings, at which United Nations experts gave briefings to staff globally on issues relating to safety and security, medical and mental health care and services, and human resources aspects of the conditions of service and addressed any questions or concerns raised by staff. These questions and concerns were forwarded to relevant expert departments, and 400 questions and answers were stored in a database that formed a central part of the dedicated COVID-19 page on iSeek, which was created as a resource for the global Secretariat. The 10 online town hall meetings attracted approximately 5,000 staff members. Secondly, in recognition of the need to expand communications beyond the Secretariat to staff of United Nations agencies, funds and programmes, the subprogramme, in partnership with the Office of Information and Communications Technology, succeeded in expanding access to iSeek to include the staff of 17

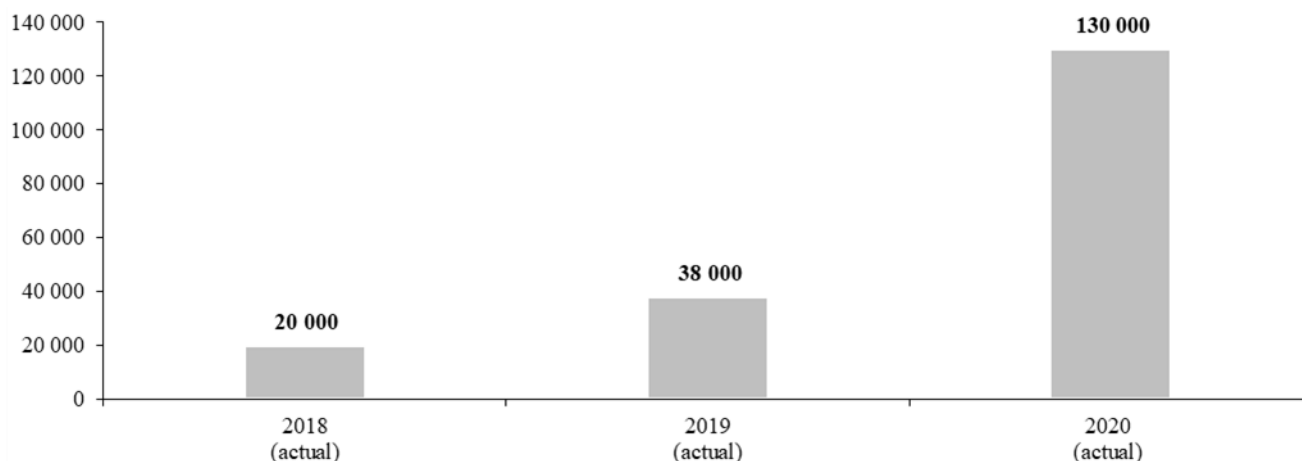
agencies, funds and programmes, representing more than 90,000 new users. More than 500 stories, in both English and French, and approximately 2,500 global and local announcements on United Nations events, initiatives and management priorities were published on iSeek.

Progress towards the attainment of the objective, and performance measure

- 28.73 The above-mentioned work contributed to the objective, as demonstrated by 130,000 users in the United Nations system with access to iSeek (see figure 28.VI).

Figure 28.VI

Performance measure: total number of users in the United Nations system with access to iSeek (cumulative)



Impact of COVID-19 on subprogramme delivery

- 28.74 Owing to the impact of COVID-19 during 2020, the subprogramme had to modify its approach to ensure the delivery of mandated activities, in particular in the areas of advocacy and knowledge-sharing. With respect to advocacy, as of March 2020, all outreach activities of the subprogramme fully pivoted to using online delivery models. While some mandated programmes, such as the in-person Reham Al-Farra Memorial Journalists' Fellowship Programme for journalists from developing countries, and briefings and communications workshops for non-governmental organizations were cancelled or reduced in 2020, most outreach and training activities were successfully held online. For example, a virtual commemorative programme was organized to mark the fortieth anniversary of the Fellowship Programme and engage alumni. The programme attracted 38 alumni from 32 countries, representing all geographical regions. Participants represented eight Fellowship Programme classes from diverse news outlets, spanning print and online newspapers, radio, television and video, social media and multimedia formats. All four visitors' services at United Nations headquarters duty stations moved swiftly to refocus and to offer a range of virtual and online tours and briefings, both live and pre-recorded. All duty stations developed tours and other products aimed at specialized groups (e.g., children and teachers) or focusing on specific topics, such as climate change, counter-terrorism and gender. With a strong focus on storytelling and engaging audiences, all four duty stations now offer virtual and online tours and briefings on various topics, including the Sustainable Development Goals, human rights, racism and xenophobia and the work of the United Nations to address the COVID-19 pandemic. In addition, the subprogramme conducted panel discussions, webinars and teacher workshops on various topics, including the transatlantic slave trade and the Holocaust. Online events organized by the Holocaust and the United Nations Outreach Programme were watched live by more than 1,000 people from countries including Austria, Colombia, India, Morocco, Pakistan and South Africa, and an additional 1,200 people viewed the recordings. The Department's programme "The real United Nations: an interactive briefing series for Model United Nations" was moved online, which expanded its reach in terms of numbers and geographical representation.

- 28.75 At the same time, however, the subprogramme identified new activities on issues related to the COVID-19 pandemic, within the overall scope of its objectives. In response to the rising demand among young people for mental health and psychosocial support resources amid the pandemic, the Office of the Envoy of the Secretary-General on Youth, in partnership with the United Nations Children's Fund and WHO, created a webinar series with the "Coping with COVID" hashtag (#CopingWithCOVID), which attracted 34,000 viewers. To mark the International Day of Peace in 2020, the subprogramme organized a virtual student conference that attracted more than 2,700 viewers. Furthermore, more than 4,000 young people participated in a virtual town hall meeting and a youth plenary meeting during the seventy-fifth session of the General Assembly, and 550 survey responses and 800 essays were submitted by young people for the essay competition with the "Lead the new normal" hashtag (#LeadTheNewNormal). The inputs informed the declaration on the commemoration of the seventy-fifth anniversary of the United Nations (General Assembly resolution [75/1](#)) adopted by Member States.
- 28.76 With respect to knowledge-sharing, an online chat service was introduced, recording more than 17,000 virtual research-related interactions in 2020. Training for delegates and staff members was delivered virtually between April and October 2020. A total of 47 sessions were delivered to 333 attendees. In August, the Dag Hammarskjöld Library organized a webinar on how libraries globally contribute to the efforts against misinformation. Speakers included academics and librarians from Bangladesh, Mexico and South Africa, as well as a representative of the International Federation of Library Associations and Institutions. There were 90 participants, including delegates, United Nations staff, depository librarians and members of the public.

Planned results for 2022

- 28.77 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: leveraging partnerships with Tokyo 2020 and Expo 2020 Dubai for the seventy-fifth anniversary of the United Nations⁵

Programme performance in 2020

- 28.78 The Olympic Games in Tokyo and the Expo in Dubai, United Arab Emirates, scheduled for 2020 were postponed to 2021 and 2022, respectively, owing to the COVID-19 pandemic. As a result, the subprogramme could not leverage partnerships for the seventy-fifth anniversary at these events. The subprogramme therefore refocused its efforts and worked with relevant partners to change its approach such that, rather than having a physical United Nations pavilion at the forthcoming Olympic Games and Expo, it will have a virtual presence, with pre-recorded sessions promoting the Sustainable Development Goals and the decade of action for accelerating sustainable solutions to all the world's biggest challenges and highlighting the work of the United Nations. Serving as the lead coordinator of the United Nations presence at the Expo, the subprogramme continued to leverage strategic and sustained partnerships virtually to support the Goals and the decade of action in line with result 2 below, given that the seventy-fifth anniversary of the United Nations will have passed.
- 28.79 The above-mentioned work contributed to an increased number of sustained partnerships in support of the Sustainable Development Goals and the decade of action, with partnerships established with more than 100 Member States, 100 United Nations system focal points and more than 30 partners, including representatives from the private sector, civil society and youth organizations and influencers. However, these partnerships could not reach their full potential under the target reflected in the proposed programme budget for 2020 owing to the postponement of the Olympic Games and the Expo to 2021 and 2022, respectively.

⁵ As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 28\)](#)).

Proposed programme plan for 2022

- 28.80 The subprogramme will continue its work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will support Global Goals Week at the Expo by recommending potential speakers and content; liaise with United Nations entities to support the observance of international days at the Expo; and provide recommendations to Member States on engaging technical experts and speakers in their programming at the Expo. The expected progress is presented in the performance measure below (see table 28.7).

Table 28.7

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
Need for more engagement by partners through a new strategic approach to partnership management	Partners start to engage in the context of the new strategy for sustained partnerships	Sustained partnerships related to the Sustainable Development Goals and the decade of action with more than 100 Member States, 100 United Nations system focal points and more than 30 partners, including representatives from the private sector, civil society and youth organizations and influencers	Increase in the duration of partnerships and expansion to wider geographical and sectoral diversity of partners engaged in a compact for the decade of action to deliver the Sustainable Development Goals by 2030	Further increase in the number, duration and diversity of partnerships to work towards the decade of action

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: mobilizing strategic and sustained partnerships to accelerate the implementation of the Sustainable Development Goals⁶

Programme performance in 2020

- 28.81 The subprogramme has continued to strengthen existing partnerships, reinforcing relationships in support of the Sustainable Development Goals. These partnerships, in the areas of education, theatre, film, art, sport, advertising and publishing, have focused on objectives extending beyond simple commitments to the achievement of concrete results in support of the decade of action. In line with this objective, the subprogramme also launched a new initiative, the Sustainable Development Goals Publishers Compact. The Compact was created to leverage and engage the global publishing industry to support the Goals through 10 commitments related to publishing more Goals-related content and adopting sustainable business practices.
- 28.82 The above-mentioned work contributed to 174 partners, including and building on the 30 partnerships established as part of result 1 above, focused on disseminating content and

⁶ As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

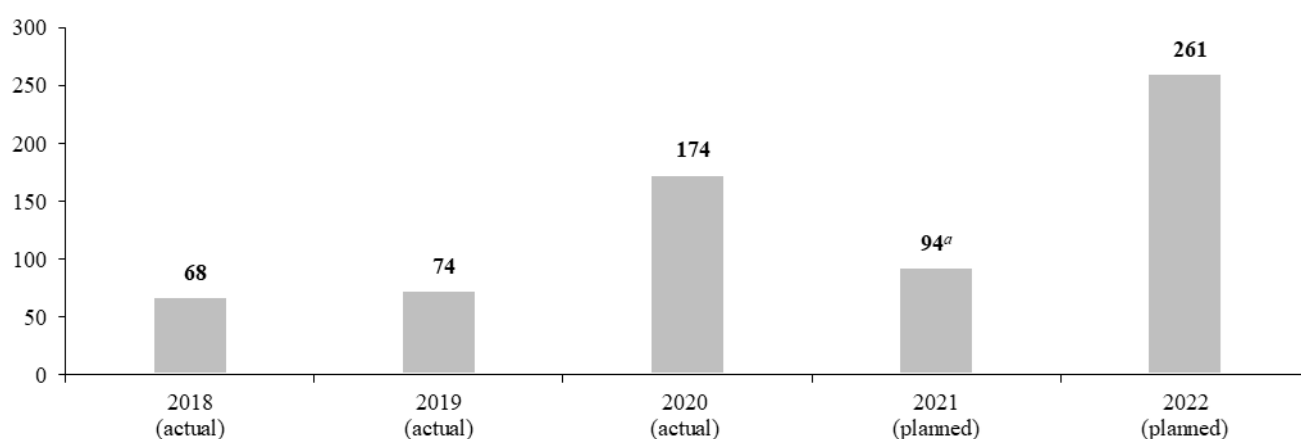
campaigns relating to the achievement of the Sustainable Development Goals, which exceeded the planned target of 84 reflected in the programme budget for 2021.

Proposed programme plan for 2022

- 28.83 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will expand the number of industry-based compacts as strategic partnerships to encourage the commitment of key industries to concrete action to achieve the Sustainable Development Goals by 2030, and create a centralized, coordinated reporting system to track progress. The expected progress is presented in the performance measure below (see figure 28.VII).

Figure 28.VII

Performance measure: total number of partners focused on disseminating content and campaigns (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: increased access to United Nations knowledge and parliamentary documentation

Proposed programme plan for 2022

- 28.84 The subprogramme has worked to meet the increased interest in and demand for timely and reliable United Nations content in a digital format to enable quick access to accurate information, including on the Sustainable Development Goals. The subprogramme has initiated two major projects. Firstly, the Dag Hammarskjöld Library has created a knowledge repository and a Sustainable Development Goals ontology that serves as the backbone of the content that is collected and disseminated. The multilingual repository offers access to more than half a million digital files and recorded more than 2.7 million unique downloads from 7,600 cities worldwide in 2020. Secondly, the new release of the United Nations iLibrary includes a search function to filter content by Goal, allowing the 450,000 current users to fully search more than 9,000 United Nations publications and filter each piece of content by up to three Goals.

Lessons learned and planned change

- 28.85 The lesson for the subprogramme was the recognition of the increased complexity of the varied digital outputs of the Organization, including United Nations parliamentary and normative documents, publications, reports, issue or working papers and statements, and the increasing need to incorporate these outputs in an agile and discoverable format. These outputs are a key component of the Organization's knowledge and institutional heritage. In applying the lesson, the subprogramme

will devise and implement a system for capturing, analysing and disseminating the diverse formats of United Nations content outputs. A new digital workflow will be implemented to replace legacy systems that limit interoperability between databases. The workflow will allow the optimal analysis of the diverse content that will be submitted by United Nations authoring entities for upload onto the United Nations Digital Library, the official repository of the Secretariat. As part of the workflow, international bibliographic and digital curation standards will be implemented, while inputs from duty stations will be secured in a decentralized manner.

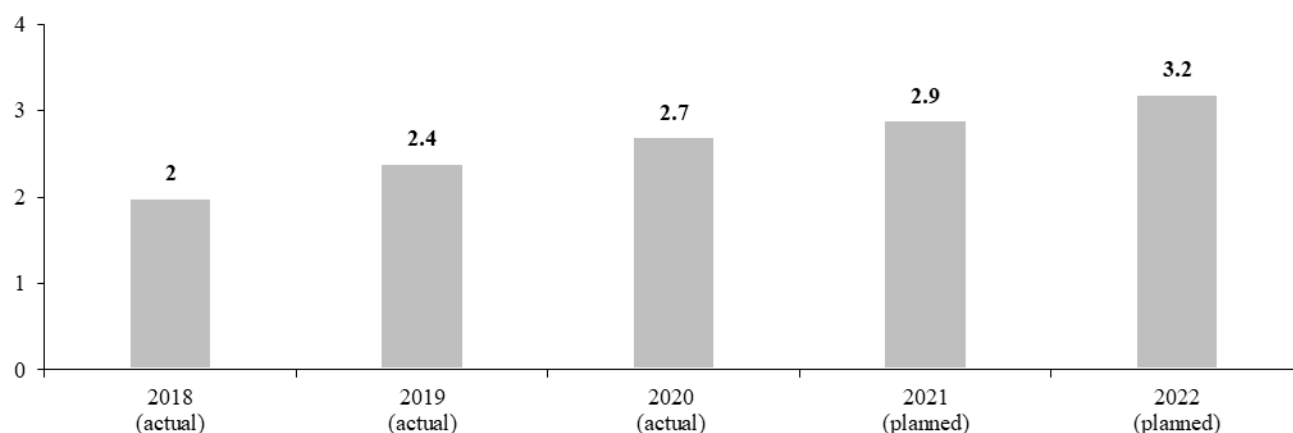
Expected progress towards the attainment of the objective, and performance measure

- 28.86 This work is expected to contribute to the objective, as demonstrated by 3.2 million unique downloads of United Nations content on subprogramme platforms (see figure 28.VIII).

Figure 28.VIII

Performance measure: number of unique downloads of United Nations content on subprogramme platforms (cumulative)

(Millions)



Deliverables

- 28.87 Table 28.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 28.8

Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports for the General Assembly on questions of information and on the activities of the Department of Global Communications: strategic communications services, news services and outreach and knowledge services	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	20	20	20	20
2. Meetings of the Committee on Information	20	20	20	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	193	236	193	306
3. Briefings and communications workshops for non-governmental organizations and orientation programme for newly associated non-governmental organizations	27	15	27	30
4. Training courses, seminars and workshops on Dag Hammarskjöld Library services and training courses for iSeek content creators, editors and focal points	145	215	145	225
5. Reham Al-Farra Memorial Journalists' Fellowship Programme	21	6	21	21
D. Communication deliverables				
Outreach programmes, special events and information materials: partnerships with civil society, academic institutions and other entities; educational and promotional materials on United Nations activities, such as UN Chronicle and Basic Facts about the United Nations, and briefing programmes on a broad range of United Nations topics; responses to public enquiries and special kits for teachers; selection, design, organization and installation of exhibits at United Nations Headquarters and on line; multilingual guided tours to more than half a million visitors in 20 languages; outreach programme with prominent personalities, including Messengers of Peace and other celebrities, as advocates; special events and promotion of observances of selected commemorative days and years; Creative Community Outreach Initiative resulting in the United Nations or a United Nations issue being featured in a film, television or theatre product; graphic design products in support of branding, communication campaigns and information materials; student events, such as global videoconferences; guidance and expert advice to 850 organizations that host around 260,000 students at Model United Nations; and conferences on subjects such as slavery and the transatlantic slave trade and Holocaust remembrance.				
External and media relations: press conferences and press releases to announce new outreach partnerships and special events; and exhibit openings.				
Digital platforms and multimedia content: updating and maintenance of iSeek, the primary internal communications platform of the Secretariat for all users across the world; publishing articles; conducting training for more than 1,000 participants; and maintenance of e-deleGATE and United Nations Development Business.				
Library services: United Nations digital commons: a secure digital United Nations central repository (the United Nations Digital Library); information and knowledge services: online Library products for the Library's global public, loan and related services and the provision of direct and targeted research to representatives of Member States; wider community engagement: web and social media presence, events and lectures and management of the United Nations System Electronic Information Acquisition Consortium and the United Nations Depository Library Programme; and curation of diverse library content.				

B. Proposed post and non-post resource requirements for 2022

Overview

28.88 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 28.9 to 28.11.

Table 28.9

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	77 655.9	81 720.9	–	–	27.5	27.5	–	81 748.4
Other staff costs	1 925.9	3 851.6	(6.5)	–	23.4	16.9	0.4	3 868.5
Hospitality	1.8	22.8	–	–	–	–	–	22.8
Consultants	191.0	–	–	–	–	–	–	–
Travel of staff	64.1	287.7	–	–	(29.3)	(29.3)	(10.2)	258.4
Contractual services	7 444.0	6 411.5	(204.9)	2.9	(34.9)	(236.9)	(3.7)	6 174.6
General operating expenses	3 315.4	4 699.9	–	–	(138.4)	(138.4)	(2.9)	4 561.5
Supplies and materials	100.6	623.1	(30.9)	–	(8.6)	(39.5)	(6.3)	583.6
Furniture and equipment	1 912.3	648.6	–	–	(0.9)	(0.9)	(0.1)	647.7
Improvement of premises	144.3	–	–	–	–	–	–	–
Grants and contributions	40.9	800.0	–	–	–	–	–	800.0
Other	1.2	–	–	–	–	–	–	–
Total	92 797.6	99 066.1	(242.3)	2.9	(161.2)	(400.6)	(0.4)	98 665.5

Table 28.10

Overall: proposed posts and post changes for 2022^a

(Number of posts)

	Number	Details
Approved for 2021	688	1 USG, 3 D-2, 18 D-1, 34 P-5, 72 P-4, 106 P-3, 57 P-2/1, 7 GS (PL), 197 GS (OL), 144 LL, 49 NPO
Establishment	1	1 P-5 under executive direction and management
Abolishment	(1)	1 LL under subprogramme 1
Conversion	–	1 P-4 to 1 NPO under subprogramme 1
Reclassification	–	4 P-4 to 4 P-5 under subprogramme 1
Redeployment	–	1 P-5, 1 P-4, 10 P-3, 2 P-2/1 and 9 GS (OL) from subprogramme 2 to subprogramme 1, and 1 P-3 from Dar es Salaam, United Republic of Tanzania, to Nairobi under subprogramme 1
Proposed for 2022	688	1 USG, 3 D-2, 18 D-1, 39 P-5, 67 P-4, 106 P-3, 57 P-2/1, 7 GS (PL), 197 GS (OL), 143 LL, 50 NPO

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

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 28.11

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2021 approved	Changes			Total	2022 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	—	—	—	—	1
D-2	3	—	—	—	—	3
D-1	18	—	—	—	—	18
P-5	34	—	—	5	5	39
P-4	72	—	—	(5)	(5)	67
P-3	106	—	—	—	—	106
P-2/1	57	—	—	—	—	57
Subtotal	291	—	—	—	—	291
General Service and related						
GS (PL)	7	—	—	—	—	7
GS (OL)	197	—	—	—	—	197
LL	144	—	—	(1)	(1)	143
NPO	49	—	—	1	1	50
Subtotal	397	—	—	—	—	397
Total	688	—	—	—	—	688

28.89 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 28.12 to 28.14 and figure 28.IX.

28.90 As reflected in tables 28.12 (1) and 28.13 (1), the overall resources proposed for 2022 amount to \$98,665,500 before recosting, reflecting a net decrease of \$400,600 (or 0.4 per cent) compared with the appropriation for 2021. Resource changes result from three factors, namely: (a) technical adjustments; (b) new and expanded mandates; and (c) other changes. The proposed level of resources provides for the full, efficient, and effective implementation of mandates.

Table 28.12

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

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2020 expenditure	2021 appropriation	Technical adjustments	Changes				2022 estimate (before recosting)
				New/ expanded mandates	Other	Total	Percentage	
A. Executive direction and management	2 713.0	2 481.7	—	—	119.5	119.5	4.8	2 601.2
B. Programme of work								
1. Strategic communications services	32 636.8	38 017.5	(130.0)	—	2 971.8	2 841.8	7.5	40 859.3
2. News services	33 555.2	35 030.6	(112.3)	2.9	(3 202.1)	(3 311.5)	(9.5)	31 719.1
3. Outreach and knowledge services	19 369.2	19 838.3	—	—	(42.5)	(42.5)	(0.2)	19 795.8
Subtotal, B	85 561.2	92 886.4	(242.3)	2.9	(272.8)	(512.2)	(0.6)	92 374.2
C. Programme support	4 523.3	3 698.0	—	—	(7.9)	(7.9)	(0.2)	3 690.1
Subtotal, 1	92 797.6	99 066.1	(242.3)	2.9	(161.2)	(400.6)	(0.4)	98 665.5

(2) Other assessed

Component/subprogramme	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Executive direction and management	—	—	—	—	—
B. Programme of work					
1. Strategic communications services	426.8	560.5	11.8	2.1	572.3
2. News services	269.5	312.5	3.2	1.0	315.7
3. Outreach and knowledge services	—	—	—	—	—
Subtotal, B	696.3	873.0	15.0	1.7	888.0
C. Programme support	—	—	—	—	—
Subtotal, 2	696.3	873.0	15.0	1.7	888.0

(3) Extrabudgetary

Component/subprogramme	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Executive direction and management	234.6	—	—	—	—
B. Programme of work					
1. Strategic communications services	484.2	414.0	—	—	414.0
2. News services	2 456.4	1 706.5	—	—	1 706.5
3. Outreach and knowledge services	6 972.3	7 099.2	—	—	7 099.2
Subtotal, B	9 912.9	9 219.7	—	—	9 219.7
C. Programme support	552.6	719.8	—	—	719.8
Subtotal, 3	10 700.1	9 939.5	—	—	9 939.5
Total	104 194.0	109 878.6	(385.6)	(0.4)	109 493.0

Table 28.13

Overall: proposed posts for 2022 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	16	–	–	1	1	17
B. Programme of work						
1. Strategic communications services	312	–	–	22	22	334
2. News services	204	–	–	(23)	(23)	181
3. Outreach and knowledge services	134	–	–	–	–	134
Subtotal, B	650	–	–	(1)	(1)	649
C. Programme support	22	–	–	–	–	22
Subtotal, 1	688	–	–	–	–	688

(2) *Other assessed*

Component/subprogramme	2021 estimate	Change	2022 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Strategic communications services	2	–	2
2. News services	2	–	2
3. Outreach and knowledge services	–	–	–
Subtotal, B	4	–	4
C. Programme support	–	–	–
Subtotal, 2	4	–	4

(3) *Extrabudgetary*

Component/subprogramme	2021 estimate	Change	2022 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Strategic communications services	–	–	–
2. News services	–	–	–
3. Outreach and knowledge services	10	–	10
Subtotal, B	10	–	10
C. Programme support	1	–	1
Subtotal, 3	11	–	11
Total	703	–	703

Table 28.14

Overall: evolution of financial and post resources

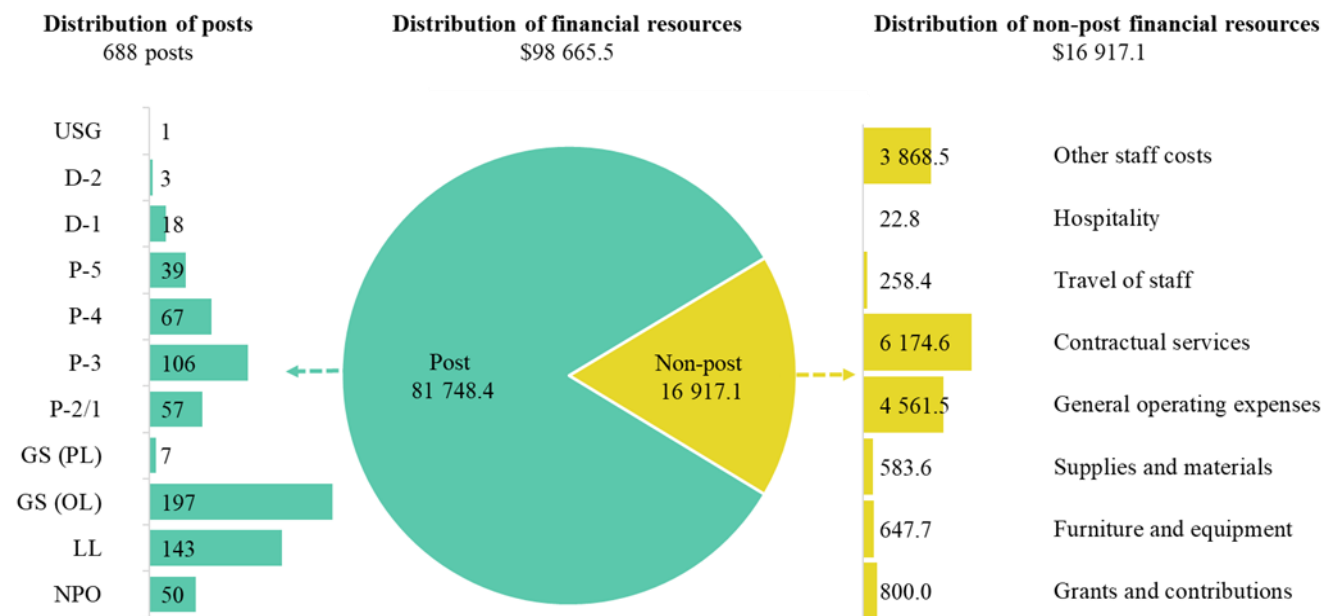
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	77 655.9	81 720.9	—	—	27.5	27.5	0.0	81 748.4
Non-post	15 141.7	17 345.2	(242.3)	2.9	(188.7)	(428.1)	(2.5)	16 917.1
Total	92 797.6	99 066.1	(242.3)	2.9	(161.2)	(400.6)	(0.4)	98 665.5
Post resources by category								
Professional and higher		291	—	—	—	—	—	291
General Service and related		397	—	—	—	—	—	397
Total		688	—	—	—	—	—	688

Figure 28.IX

Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

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

28.91 As reflected in table 28.12 (1), resource changes reflect a net decrease of \$242,300, as follows:

- (a) **Subprogramme 1, Strategic communications services.** The decrease of \$130,000 relates to the removal of non-recurrent provisions under contractual services (\$99,100) and supplies and materials (\$30,900) to cover the production and dissemination of short multimedia series involving positive stories related to General Assembly resolution [75/237](#) on a global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action;
- (b) **Subprogramme 2, News services.** The decrease of \$112,300 reflects the removal of non-recurrent provisions under other staff costs (\$6,500) and contractual services (\$105,800) to cover webcasting services for the conduct of a one-day high-level meeting related to resolution [75/237](#).

New and expanded mandates

- 28.92 As reflected in table 28.12 (1), resource changes reflect an increase of \$2,900 under subprogramme 2, News services. The increase of \$2,900 under contractual services reflects additional requirements for webcasting services in support of the work of the Open-ended Working Group on Developments in the Field of Information and Telecommunications in the Context of International Security, pursuant to General Assembly resolution [75/240](#).

Other changes

- 28.93 As reflected in table 28.12 (1), resource changes reflect a net decrease of \$161,200, comprising increases under executive direction and management (\$119,500) and subprogramme 1, Strategic communications services (\$2,971,800), that is more than fully offset by decreases under subprogramme 2, News services (\$3,202,100), subprogramme 3, Outreach and knowledge service, and programme support (\$42,500), as follows:

- (a) **Executive direction and management.** The net increase of \$119,500 comprises an increase under posts (\$124,800), partially offset by a decrease under non-posts (\$5,300), as follows:
 - (i) The increase of \$124,800 under posts reflects the proposed establishment of a new Senior Public Information Officer (P-5) post in the Office of the Under-Secretary-General for Global Communications to lead the strategic communications planning team. The incumbent would report to the Under-Secretary-General through the Chief of Office and would be responsible for strengthening strategic communications planning, coordination and collaboration, in order to maximize the impact of global communications. Strategic communications planning, coordination and collaboration are core aspects of the implementation of the global communications strategy for the United Nations. On the basis of a “grid” planning system, whereby significant events and opportunities are mapped across different time periods, the strategic planning, coordination and collaboration function would: (a) enable the Department of Global Communications to effectively forecast priority global issues and identify opportunities for the United Nations to effectively communicate its messages in a busy media landscape; (b) consolidate, streamline and direct production capacity to ensure that the Department’s programmes and activities are aligned with thematic priorities; (c) work across the United Nations system, as well as at the country level through United Nations information centres and the resident coordinator system, to improve coordination and amplify the dissemination of key messages and the implementation of multilingual campaigns; and (d) mitigate risks, by tracking emerging issues and reputational threats, by providing a targeted approach to crisis communications. By ensuring better collaboration through grid planning across the United Nations system, the Department would minimize duplication and establish more strategic and coordinated delivery of its communications content, thereby ensuring a more significant and lasting impact of United Nations communication messages on various thematic priorities;

- (ii) The decrease of \$5,300 under non-post resources relates to travel of staff (\$1,100), contractual services (\$2,600), supplies and materials (\$700) and furniture and equipment (\$900), and reflects build back better efforts to sustain the new working methods and practices undertaken during the COVID-19 pandemic. Such efforts include the increased use of videoconferencing and virtual platforms to attend meetings, in lieu of in-person attendance at such events; reduced requirements for licences to mobile office applications, because access to such applications is now available online; and reduced reliance on printed materials and supplies used for in-person meetings;
- (b) **Subprogramme 1, Strategic communications services.** The net increase of \$2,971,800 reflects an increase under posts (\$3,029,800), partially offset by a decrease under non-posts (\$58,000), as follows:
 - (i) The net increase of \$3,029,800 under posts relates to two main factors, as follows:

Integration of the Social Media Section with the Communications Campaigns Service

- a. The increase of \$3,127,100 reflects the proposed inward redeployment of 23 posts (1 P-5, 1 P-4, 10 P-3, 2 P-2/1 and 9 General Service (Other level)) from the Social Media Section, under subprogramme 2, News services, to the Communications Campaigns Service. The functions of the 23 posts would remain the same. The proposed move would strengthen the full integration and effective use of flagship and other social media platforms in various United Nations campaigns on priority themes, while serving to promote United Nations news content. The global communications strategy supports the shift towards “cause” communications, whereby the aim is to capture people’s imagination and inspire action. Key to the success of “cause” communications is leveraging social media as a core element of all communications strategies, in order to engage people around the world, including through the use of United Nations social media accounts, partnerships with major platforms and relationships with social influencers, and through ongoing monitoring and analysis to provide insights. The integration of the Social Media Section with the Communications Campaigns Service would ensure a more effective use of resources by reducing duplication and increasing collaboration, in particular with United Nations information centres, by consolidating and streamlining social media accounts and activities, and by standardizing and streamlining insights and reporting on the Department’s social platforms, including through the use of tools such as Talkwalker. The integration would also increase the effectiveness of engagement with local audiences through the production of optimized and more tailored social media campaign assets and messaging. The integration would also strengthen the Department’s multilingual presence through closer collaboration with United Nations information centres;

Strengthening the field presence of the Department of Global Communications to better support the application of the global communications strategy for the United Nations

- b. In order to strengthen the capacity of the Department’s network of 59 information centres and support the application of the global communications strategy across the network of 129 resident coordinator offices, the Department collaborated with the Development Coordination Office to provide strategic and thematic guidance to communications staff in the field and to stimulate peer-to-peer exchange. International staff members in the Department’s field offices continue to provide support to countries without a United Nations information centre, at both the subregional and regional levels. At the subregional level, 25 of the larger information centres continue to provide guidance, share best practices, review work and mentor communications staff in information centres and resident coordinator offices in their immediate region, while specific information centres focus on

enhancing multilingualism through the network. The General Assembly, in its resolution 75/101 A and B, stressed the importance of rationalizing the network of United Nations information centres and requested the Secretary-General to continue to make proposals in this direction, including through the redeployment of resources where necessary. In line with that request and based on the ongoing review of its field operations, the Department proposes a number of post changes that reflect the need to structure its field staff to better fit the needs of a global, modern and multilingual communications network, which has become even more critical since the COVID-19 outbreak. The proposed post changes will result in a net reduction of \$97,300, as follows:

- Redeployment of one Public Information Officer (P-3) from the information centre in Dar es Salaam, United Republic of Tanzania, to the information centre in Nairobi, in order to strengthen the capacity of the latter as the regional centre for supporting the implementation of the global communications strategy. The information centre in Nairobi is mandated to cover Kenya, Seychelles and Uganda. The redeployment would further strengthen the strategic support that the information centre in Nairobi can provide to: (a) resident coordinators and United Nations country teams in an additional six countries; (b) the Office of the Director-General of the United Nations Office at Nairobi; (c) the United Nations Environment Programme; (d) the United Nations Human Settlements Programme (UN-Habitat); and (e) the United Nations Office at Nairobi, including the visitors' service, in implementing the global communications strategy. The redeployment would also align the information centre in Nairobi more closely with the information centres at the other offices of the Department located at similar regional duty stations of the Secretariat, such as Geneva and Vienna. Furthermore, it would align the staffing capacity of the information centre in Dar es Salaam with similar field offices of the Department, such as in Harare, Khartoum and Tunis. The redeployment would result in a reduction of \$4,200.
- Conversion of one Public Information Officer (P-4) post to an Associate Public Information Officer (National Professional Officer) post at the information centre in Cairo, in order to harmonize the staffing structure with other similarly large information centres, such as those in New Delhi, Tokyo and Moscow. The information centre in Cairo currently has seven staff members (1 D-1, 1 P-4 and 5 local level) who support Egypt and Saudi Arabia. The nationalization of a Public Information Officer post would enhance the ability of the information centre in Cairo to engage with and understand local audiences and the social media tools that they use, thus allowing for the development of more contextualized United Nations media content and communication materials, and further strengthening the implementation of the global communications strategy. The conversion would result in a decrease of \$158,600.
- Abolishment of one Driver post (local level) at the information centre in Buenos Aires, where the function has become redundant. The proposed abolishment would also harmonize the structure of the information centre in Buenos Aires with that of the Department's other information centres in similar field offices in the region, namely, Bogotá and Port of Spain, and would result in a decrease of \$43,600.
- Upward reclassification of four posts of Director, United Nations information centre from P-4 to P-5 at the information centres in Port of Spain, Beirut, Rabat and Tehran, to reflect the need for the information centres to assume a subregional role similar to those carried out by other information centres led by a staff member at the P-5 level. The proposal would help to align the structures of the information centres and provide a global network of field offices in order to better

support resident coordinators and country teams, including with regard to the implementation of the global communications strategy across multiple countries. Similar to other information centres led by staff members at the P-5 level, the Directors of the four information centres would provide strategic and crisis communications support to resident coordinators and country teams in the subregion. The information centre in Beirut will cover four countries in addition to its work with the Economic and Social Commission for Western Asia; the information centre in Rabat will support five countries of the Maghreb region; the information centre in Tehran will cover four countries similar to Bahrain; and the information centre in Port of Spain, which is the same size as the information centres in Bogotá, Lagos, Nigeria, Dakar, Islamabad, Jakarta and Canberra, would add Haiti to the 18 Caribbean countries and territories and six resident coordinator offices that it already covers. The proposal would result in an increase of \$109,100.

- (ii) The net decrease of \$58,000 under non-post resources includes reductions under travel of staff (\$17,500) and general operating expenditures (\$74,100), partially offset by increases under other staff costs (\$23,400) and contractual services (\$10,200). The combined decrease of \$91,600 under travel of staff and general operating expenditures mainly reflects build back better efforts to sustain the new working methods and practices undertaken during the COVID-19 pandemic and the downsizing of information centre libraries. Such efforts include the increased use of videoconferencing and virtual platforms to attend meetings, in lieu of in-person attendance at such events, and the increased use of digital platforms to deliver strategic communications campaigns, public information services and outreach programmes. In addition, the downsizing of information centre libraries would result from the dissemination of United Nations information resources in digital format, including through services of the Dag Hammarskjöld Library, such as the United Nations Digital Library and the “Ask Dag” interactive research service, which has reduced the number of physical library services in information centres. The decrease is offset in part by the proposed increase of \$33,600 under other staff costs and contractual services to provide for a United Nations Volunteer at the information centre in Rabat and to cover additional data-processing services. The United Nations Volunteer would support the production of multilingual communications products and enhance the capacity of the information centre in Rabat to translate key information products into Arabic to be disseminated, through the networks of the information centre and the resident coordinator office, to Arabic-speaking audiences as part of the global communications strategy;
- (c) **Subprogramme 2, News services.** The decrease of \$3,202,100 relates to:
 - (i) The decrease of \$3,127,100 under posts, reflecting the outward redeployment of 23 posts (1 P-5, 1 P-4, 10 P-3, 2 P-2/1 and 9 General Service (Other level)) from the Social Media Section to the Communications Campaigns Service under subprogramme 1, Strategic communications services, as explained in paragraph 28.93 (b) (i) a.;
 - (ii) The decrease of \$75,000 under travel of staff (\$10,700) and general operating expenses (\$64,300), mainly reflecting build back better efforts to sustain the new working methods and practices undertaken during the COVID-19 pandemic, including the increased use of videoconferencing and virtual platforms to attend meetings, in lieu of in-person attendance at such events; the increased use of digital platforms to deliver strategic communications campaigns, public information services and outreach programmes; and the reduced requirements for subscriptions to media monitoring services;
- (d) **Subprogramme 3, Outreach and knowledge services.** The decrease of \$42,500 under contractual services mainly reflects build back better efforts to sustain the new working methods and practices undertaken during the COVID-19 pandemic, including the convening of public information events on virtual platforms, including civil society briefings, Holocaust and

slavery remembrance programmes, and the International Day of Peace, which would result in the reduction of expenditure associated with the convening of on-site events at Headquarters;

- (e) **Programme support.** The decrease of \$7,900 under supplies and materials mainly reflects build back better efforts to sustain the new working methods and practices undertaken during the COVID-19 pandemic, including reduced reliance on printed materials and supplies to support in-person meetings, which will be conducted virtually.

Other assessed and extrabudgetary resources

- 28.94 As reflected in tables 28.12 (2) and 28.13 (2), the Department receives other assessed resources to support public information activities in peacekeeping missions. Projected other assessed resources for 2022 are estimated at \$888,000 and would provide for four posts. This reflects an increase of \$15,000 compared with the estimate for 2021, which mainly relates to the updated standard salary costs and estimated travel requirements for 2022, taking into account the planned locations and durations of trips, as reflected in the Secretary-General's report on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 ([A/75/785](#)). Other assessed resources represent 0.8 per cent of the total resources for this section.
- 28.95 As reflected in tables 28.12 (3) and 28.13 (3), the Department expects to continue to receive both cash and in-kind contributions, which would complement regular budget resources and would be vital for the delivery of its mandates. In 2022, extrabudgetary resources are estimated at \$9,939,500 and would provide for 11 posts, as presented in table 28.13 (3), and non-post requirements. The resources would be used mainly to carry out the Department's capacity development work, to support a pilot project to add Hindi as a language in which the Department provides a full multimedia service, and to conduct activities in support of the United Nations Development Business, the Office of the Envoy of the Secretary-General on Youth and the United Nations System Electronic Information Acquisition Consortium. Extrabudgetary resources represent 9.1 per cent of the total resources for this programme. Anticipated in-kind contributions will provide for rent-free premises for the United Nations information centre offices, with an estimated value of \$1,146,300.
- 28.96 The extrabudgetary resources under this section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

Executive direction and management

- 28.97 The Under-Secretary-General for Global Communications is responsible for the overall direction and strategic management of United Nations communications in the implementation of the Department's mandates and its approved programme of work, both at Headquarters and in the field. The Under-Secretary-General establishes departmental strategy, policies and guidelines, deals with specific policy and management issues and problems and is responsible for administrative, financial and personnel management in the Department. The Under-Secretary-General is also responsible for the direction of liaison functions performed by the Department with regard to intergovernmental bodies, such as the Committee on Information, and with the United Nations Communications Group.
- 28.98 The Department will maintain a strong focus on evaluation and insights. The Office of the Under-Secretary-General evaluates and reports on the programme performance of the Department through the Evaluation and Communications Research Unit, which is responsible for assessing the efficiency, effectiveness and impact of the Department's programmes and activities; measuring the impact and reach of communications; and collecting data on target audiences, in line with the global communications strategy. The Evaluation and Communications Research Unit also serves as a focal point for inspection and oversight services, such as the Joint Inspection Unit and the Office of Internal Oversight Services.
- 28.99 In accordance with the 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal 12 on sustainable consumption and production, and Goal 13 on climate action,

the Department will continue to make all official documentation, publications, brochures, and communications and advocacy materials available online, rather than in print, in order to reduce its carbon footprint and save energy. It will also adopt a range of sustainability practices, including reducing the use of photocopying and printing of internal documents, and will promote videoconferencing, in order to reduce the amount of travel, where possible. In addition, the Department will continue to support internal and external communications on United Nations system sustainability efforts at United Nations Headquarters and in duty stations and field missions, and will encourage staff to join the ActNow campaign and other Secretariat initiatives focused on individual actions related to climate change and sustainability.

- 28.100 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 28.15. With regard to the advance booking for air travel, the performance in 2020 was affected by the COVID-19 pandemic. Nevertheless, the Department will continue to implement the requirement for the traveller to request approval from the Under-Secretary-General for cases that are non-compliant with the policy and to provide a reason in the event of a delayed request and justification for travel. In addition, the Department will closely review the exceptions sought and regularly send communications to staff and managers to raise awareness of the policy requirements and the importance of minimizing the number of exceptions.

Table 28.15
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	56	48	100	100

- 28.101 The proposed regular budget resources for 2022 amount to \$2,601,200 and reflect an increase of \$119,500 compared with the appropriation for 2021. The proposed increase is explained in paragraph 28.93 (a) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 28.16 and figure 28.X.

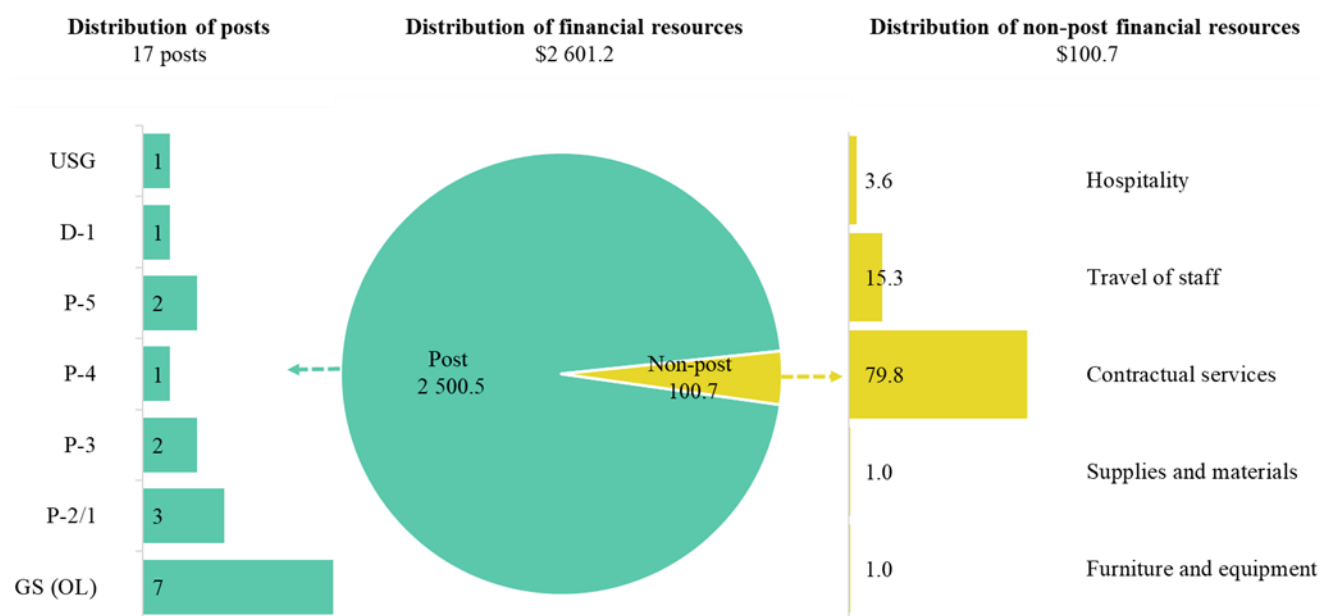
Table 28.16
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 755.4	2 375.7	—	—	124.8	124.8	5.3	2 500.5
Non-post	957.7	106.0	—	—	(5.3)	(5.3)	(5.0)	100.7
Total	2 713.0	2 481.7	—	—	119.5	119.5	4.8	2 601.2
Post resources by category								
Professional and higher		9	—	—	1	1	—	10
General Service and related		7	—	—	—	—	—	7
Total		16	—	—	1	1	—	17

Figure 28.X

Executive direction and management: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



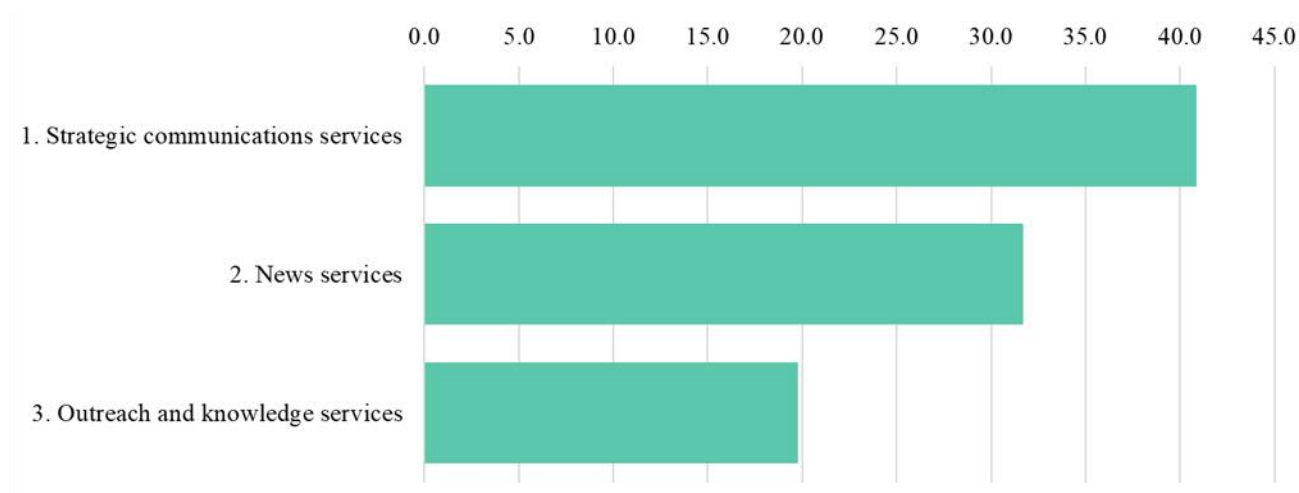
Programme of work

28.102 The proposed regular budget resources for 2022 amount to \$92,374,200 and reflect a decrease of \$512,200 compared with the appropriation for 2021. The proposed decrease is explained in paragraphs 28.91 to 28.93 above. The distribution of resources by subprogramme is reflected in figure 28.XI.

Figure 28.XI

Distribution of proposed resources for 2022 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Strategic communications services

28.103 The proposed regular budget resources for 2022 amount to \$40,859,300 and reflect an increase of \$2,841,800 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 28.17 and figure 28.XII.

Table 28.17

Subprogramme 1: evolution of financial and post resources

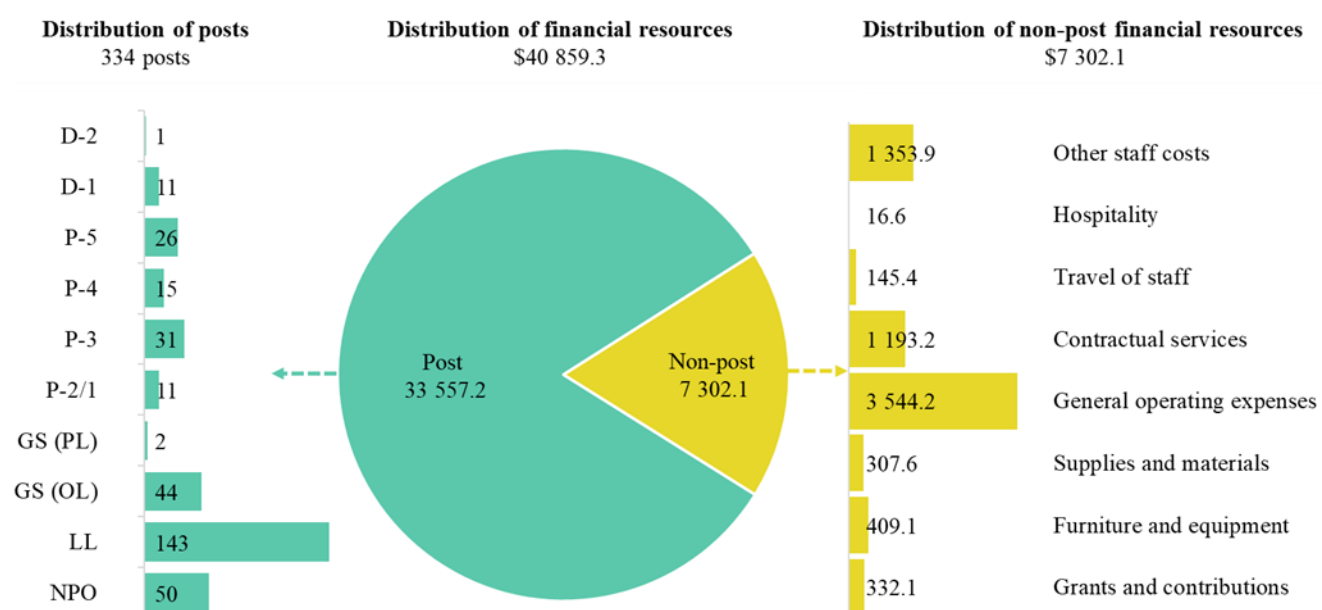
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	27 938.3	30 527.4	–	–	3 029.8	3 029.8	9.9	33 557.2
Non-post	4 698.5	7 490.1	(130.0)	–	(58.0)	(188.0)	(2.5)	7 302.1
Total	32 636.8	38 017.5	(130.0)	–	2 971.8	2 841.8	7.5	40 859.3
Post resources by category								
Professional and higher		82	–	–	13	13	15.9	95
General Service and related		230	–	–	9	9	3.9	239
Total		312	–	–	22	22	7.1	334

Figure 28.XII

Subprogramme 1: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 28.104 Other assessed resources for the subprogramme are estimated at \$572,300 and would provide for two posts (2 P-4), as well as non-post resources. The resources would be used mainly to support peacekeeping missions through guidance, backstopping and advice on their communications strategies, workplans and communications campaigns; organize training; maintain digital and web platforms; and help missions during start-up or downsizing. The expected increase of \$11,800 mainly reflects the updated salary costs and estimated travel requirements for 2022, taking into account the planned locations and durations of trips, as reflected in the Secretary-General's report on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022.
- 28.105 Extrabudgetary resources for the subprogramme are estimated at \$414,000 and would provide for non-post requirements. The resources would be used mainly to support activities, including communications campaigns specific to donor countries.

Subprogramme 2 News services

- 28.106 The proposed regular budget resources for 2022 amount to \$31,719,100 and reflect a decrease of \$3,311,500 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 28.18 and figure 28.XIII.

Table 28.18

Subprogramme 2: evolution of financial and post resources

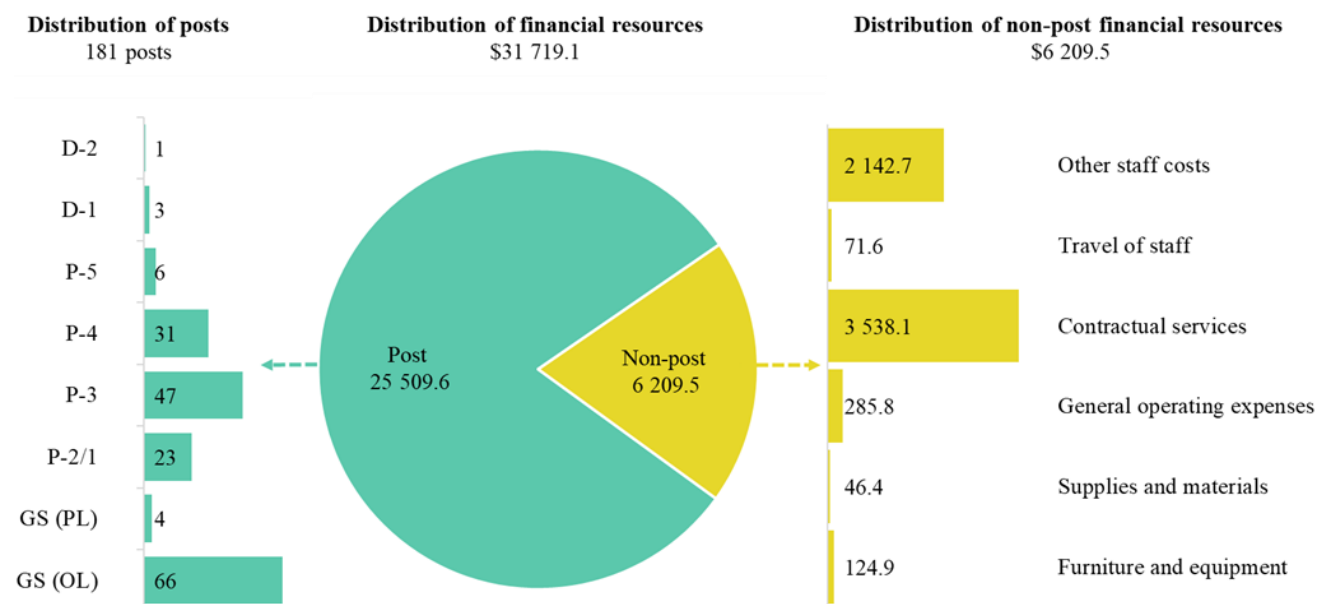
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	27 538.3	28 636.7	—	—	(3 127.1)	(3 127.1)	(10.9)	25 509.6
Non-post	6 017.0	6 393.9	(112.3)	2.9	(75.0)	(184.4)	(2.9)	6 209.5
Total	33 555.2	35 030.6	(112.3)	2.9	(3 202.1)	(3 311.5)	(9.5)	31 719.1
Post resources by category								
Professional and higher		125	—	—	(14)	(14)	(11.2)	111
General Service and related		79	—	—	(9)	(9)	(11.4)	70
Total		204	—	—	(23)	(23)	(11.3)	181

Figure 28.XIII

Subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed and extrabudgetary resources**

- 28.107 Other assessed resources for the subprogramme are estimated at \$315,700 and would provide for two posts (1 P-2/1 and 1 General Service (Other level)), as well as non-post resources. The resources would be used mainly to support activities, such as in relation to the broadcasting of stories and the hosting of peacekeeping-related web videos. The increase of \$3,200 mainly reflects the updated salary costs for 2022, as reflected in the Secretary-General's report on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022.
- 28.108 Extrabudgetary resources for the subprogramme are estimated at \$1,706,500. The resources would be used mainly to support substantive multimedia activities in Hindi.

Subprogramme 3
Outreach and knowledge services

- 28.109 The proposed regular budget resources for 2022 amount to \$19,795,800 and reflect a decrease of \$42,500 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 28.19 and figure 28.XIV.

Table 28.19

Subprogramme 3: evolution of financial and post resources

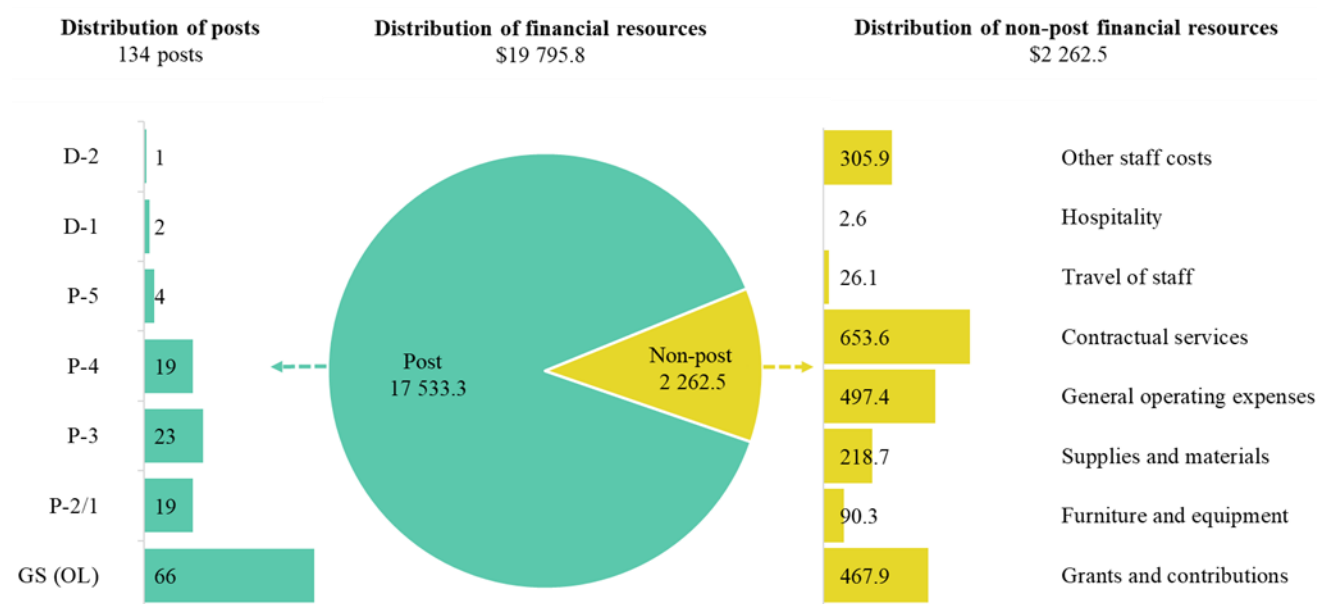
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	17 823.0	17 533.3	—	—	—	—	—	17 533.3
Non-post	1 546.2	2 305.0	—	—	(42.5)	(42.5)	(1.8)	2 262.5
Total	19 369.2	19 838.3	—	—	(42.5)	(42.5)	(0.2)	19 795.8
Post resources by category								
Professional and higher		68	—	—	—	—	—	68
General Service and related		66	—	—	—	—	—	66
Total		134	—	—	—	—	—	134

Figure 28.XIV

Subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 28.110 Extrabudgetary resources for the subprogramme are estimated at \$7,099,200 and would provide for 10 posts (1 P-3 and 9 General Service (Other level)), as well as non-post resources. The resources would be used mainly to support the substantive and operational activities of the United Nations Development Business, the Office of the Envoy of the Secretary-General on Youth and the United Nations System Electronic Information Acquisition Consortium.

Programme support

- 28.111 The Executive Office provides the administrative, managerial and programme support necessary for the implementation of the activities of the Department. It assists the Under-Secretary-General in: preparing the programme plan and priorities; preparing, administering and monitoring the programme budget and managing other assessed contributions and extrabudgetary resources; providing relevant support services for the efficient utilization of human resources; and planning, controlling and coordinating requirements related to general office administration. It also handles the Department's information technology needs, including the maintenance and upgrading of computer equipment and user applications.
- 28.112 The proposed regular budget resources for 2022 amount to \$3,690,100 and reflect a decrease of \$7,900 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 28.93 (e) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 28.20 and figure 28.XV.

Table 28.20

Programme support: evolution of financial and post resources

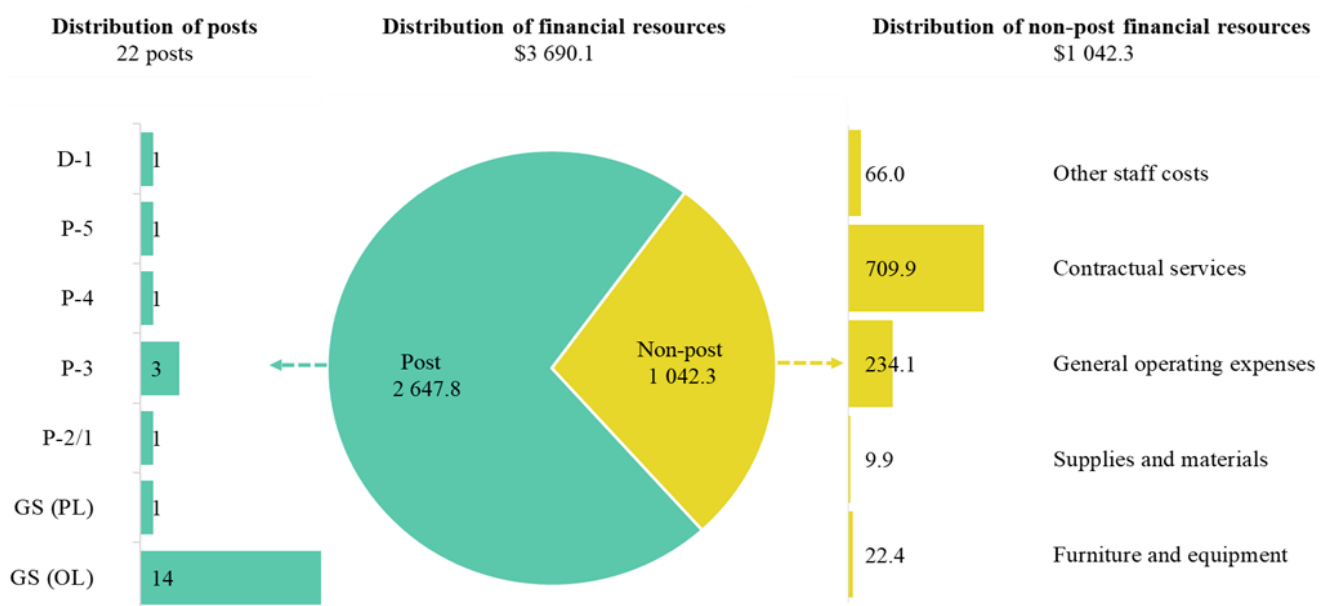
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 601.0	2 647.8	—	—	—	—	—	2 647.8
Non-post	1 922.3	1 050.2	—	—	(7.9)	(7.9)	(0.8)	1 042.3
Total	4 523.3	3 698.0	—	—	(7.9)	(7.9)	(0.2)	3 690.1
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		15	—	—	—	—	—	15
Total		22	—	—	—	—	—	22

Figure 28.XV

Programme support: distribution of proposed resources for 2022 (before recosting)

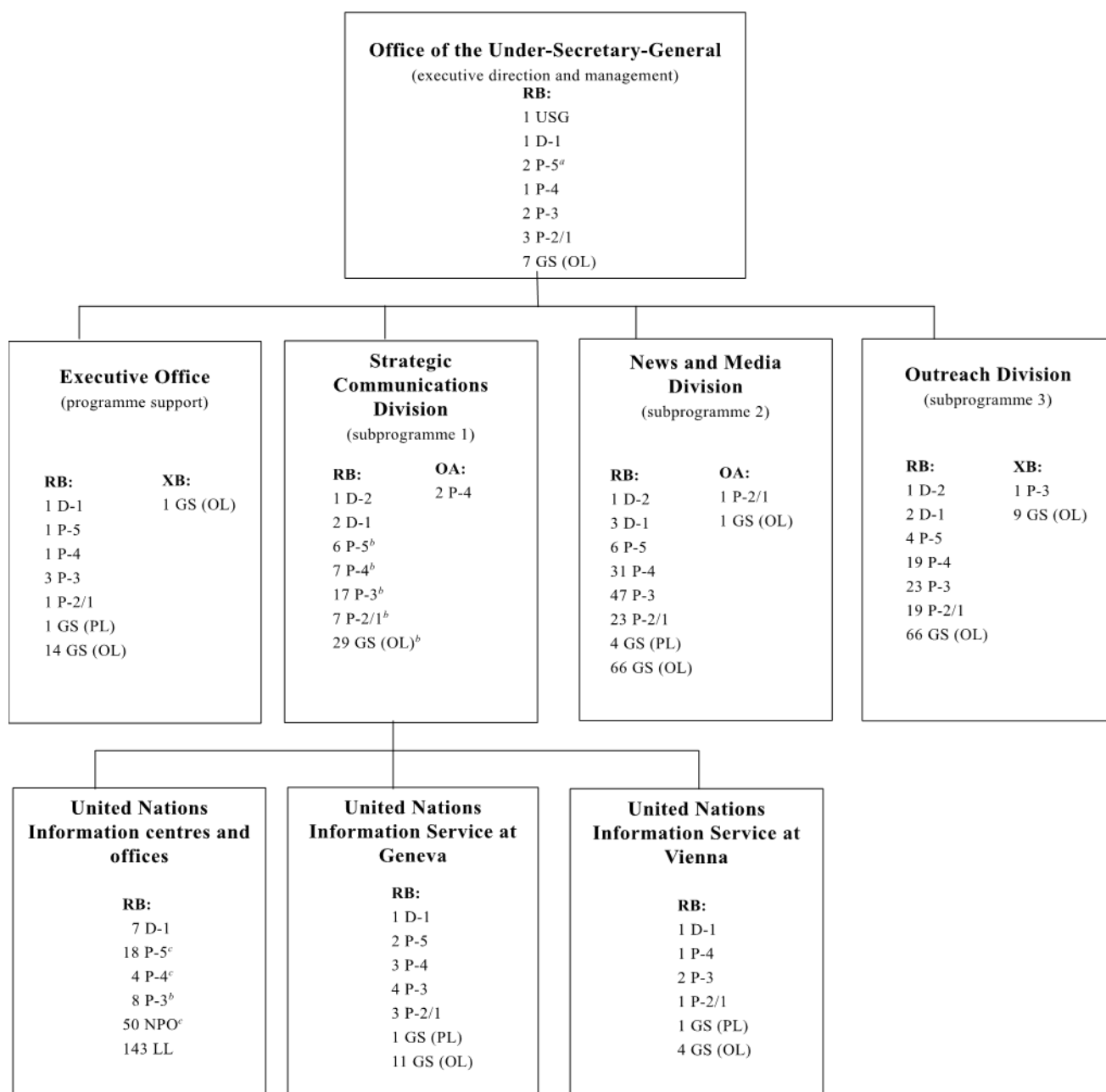
(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 28.113 Extrabudgetary resources for programme support are estimated at \$719,800 and would provide for one post (General Service (Other level)), as well as non-post resources. The resources would be used to support the implementation of extrabudgetary activities through the provision of administrative services to all subprogrammes.

Annex I

Organizational structure and post distribution for 2022



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; OA, other assessed; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Establishment of one Senior Public Information Officer (P-5).

^b Redeployment of 23 posts (1 P-5, 1 P-4, 10 P-3, 2 P-2 and 9 GS (OL) from subprogramme 2 to subprogramme 1, and 1 P-3 post from the United Nations information centre in Dar es Salaam, United Republic of Tanzania, to the United Nations information centre in Nairobi.

^c Upward reclassification of four posts of Director, United Nations information centre from P-4 to P-5 and conversion of one post from Public Information Officer (P-4) to Associate Public Information Officer (NPO).

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/75/7](#) and [A/75/7/Corr.1](#)

The Advisory Committee welcomes the progress made and trusts that the Secretary-General will continue to provide updates on any further developments in future budget proposals (para. VII.14).

As reflected in the overall resource changes section (para. 28.93 (b) (ii)) of the present report, through enhanced capacity to provide and deliver United Nations information resources in digital format, in particular through the Dag Hammarskjöld Library, the Department has been able to reduce the number of physical library services in its information centres. A review of downsizing over the past three years shows approximate savings of \$150,900 on an annual basis. These savings would be partially offset by expenditure related to the premises of information centres for which government grants have expired (\$40,000), resulting in net savings of \$110,900 reflecting an expected reduction in general operating expenses from efforts to build back better.

Annex III

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-5	Establishment of 1 post of Senior Public Information Officer	To strengthen strategic communications planning, coordination and collaboration, in order to maximize the impact of global communications. Strategic communications planning, coordination and collaboration are core aspects of the implementation of the global communications strategy for the United Nations. On the basis of a “grid” planning system, whereby significant events and opportunities are mapped across different time periods, the strategic planning, coordination and collaboration function would: (a) enable the Department to effectively forecast priority global issues and identify opportunities for the United Nations to effectively communicate its messages in a busy media landscape; (b) consolidate, streamline and direct production capacity to ensure that the Department’s programmes and activities are aligned with thematic priorities; (c) work across the United Nations system, and at the country level through United Nations information centres and the resident coordinator system, to improve coordination and amplify the dissemination of key messages and the implementation of multilingual campaigns; and (d) mitigate risks, by tracking emerging issues and reputational threats, by providing a targeted approach to crisis communications.
Subprogramme 1, Strategic communications services	(1)	LL	Abolishment of 1 post of Driver	The post proposed for abolishment is at the United Nations information centre in Buenos Aires, where the function has become redundant. The proposed abolishment would also harmonize the structure of that information centre with that of the Department’s other information centres in similar field offices in the region, namely, Bogotá and Port of Spain.
	(1)	P-4	Conversion of 1 post of Public Information Officer (P-4) to Associate Public Information Officer (NPO)	The conversion of one Public Information Officer (P-4) post to an Associate Public Information Officer (NPO) post at the United Nations information centre in Cairo would harmonize the staffing structure with other similarly large information centres

Component/subprogramme	Posts	Grade	Description	Reason for change
	1	NPO		such as in New Delhi, Tokyo and Moscow. The United Nations information centre in Cairo currently has seven staff members (1 D-1, 1 P-4 and 5 local level) who support Egypt and Saudi Arabia. The nationalization of a Public Information Officer post would enhance the ability of the information centre in Cairo to engage with and understand local audiences and the social media tools that they use, thus allowing for the development of more contextualized United Nations media content and communication materials, and further strengthening the implementation of the global communications strategy.
	(4)	P-4	Reclassification of 4 posts of Director, United Nations information centre from P-4 to P-5	The upward reclassification of four posts of Director, United Nations information centre from P-4 to P-5 at the United Nations information centres in Port of Spain, Beirut, Rabat and Tehran reflects the need for the United Nations information centres to assume a subregional role similar to those carried out by other information centres led by a staff member at the P-5 level. The proposal would help to align the structures of the United Nations information centres and provide a global network of field offices in order to better support resident coordinators and country teams, including with regard to the implementation of the global communications strategy across multiple countries. Similar to other information centres led by staff members at the P-5 level, the Directors of the four information centres would provide strategic and crisis communications support to resident coordinators and country teams in the subregion.
	4	P-5		
	1	P-3	Redeployment of 1 Public Information Officer from the United Nations information centre in Dar es Salaam to the United Nations information centre in Nairobi	To strengthen the capacity of the United Nations information centre in Nairobi as the regional centre for supporting the implementation of the global communications strategy. The information centre in Nairobi is mandated to cover Kenya, Seychelles and Uganda. The redeployment would further strengthen the strategic support that the information centre in Nairobi can provide to: (a) resident coordinators and United Nations country teams in an additional six countries; (b) the

Component/subprogramme	Posts	Grade	Description	Reason for change
				Office of the Director-General of the United Nations Office at Nairobi; (c) the United Nations Environment Programme; (d) United Nations Human Settlements Programme (UN-Habitat); and (e) the United Nations at Nairobi, including the visitors' service, in implementing the global communications strategy. The redeployment would also align the information centre in Nairobi more closely with the information centres at the other offices of the Department located at similar regional duty stations of the Secretariat, such as Geneva and Vienna. The redeployment would also align the staffing capacity of the information centre in Dar es Salaam with similar field offices of the Department, such as in Harare, Khartoum and Tunis.
Subprogramme 1, Strategic communications services	1	P-5	Redeployment of 1 Senior Public Information Officer	Reflects integration of the Social Media Section from subprogramme 2, News Services, with the Communications Campaigns Service. The functions of the 23 posts would remain the same. The proposed move would strengthen the full integration and the effective use of flagship social media platforms in various United Nations campaigns on priority themes, while continuing to promote United Nations news content. The global communications strategy supports the shift towards "cause" communications, whereby the aim is to capture people's imagination and inspire action. Key to the success of "cause" communications is leveraging social media as a core element of all communications strategies, in order to engage people around the world, including through the use of United Nations social media accounts, partnerships with major platforms and relationships with social influencers, and through ongoing monitoring and analysis to provide insights. The integration of the Social Media Section with the Communications Campaigns Service would ensure a more effective use of resources by reducing duplication and increasing collaboration, in particular with United Nations information centres, by consolidating and streamlining social media accounts and activities, and by
	1	P-4	Redeployment of 1 Public Information Officer	
	10	P-3	Redeployment of 10 Public Information Officers	
	2	P-2	Redeployment of 2 Associate Public Information Officers	
	9	GS (OL)	Redeployment of 9 Public Information Assistants	
Subprogramme 2, News services	(1)	P-5	Redeployment of 1 Senior Public Information Officer	
	(1)	P-4	Redeployment of 1 Public Information Officer	
	(10)	P-3	Redeployment of 10 Public Information Officers	
	(2)	P-2	Redeployment of 2 Associate Public Information Officers	

Part VII **Global communications**

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
	(9)	GS (OL)	Redeployment of 9 Public Information Assistants	standardizing and streamlining insights and reporting on the Department's social platforms, including through use of tools such as Talkwalker.

Abbreviations: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer.