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Proposed programme budget for 2022

Programme planning

Proposed programme budget for 2022

Part VIII
Common support services

Section 29A
Department of Management Strategy, Policy and Compliance

Programme 25
Management and support services

Contents

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  * 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.

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Foreword

The Department of Management Strategy, Policy and Compliance was created to help realize the Secretary-General's vision of a more agile, effective, transparent, accountable, decentralized and people-focused United Nations. The Department's vision is, in turn, to transform the United Nations through innovative global management strategies, policies and systems.

As the global pandemic imposed drastic changes on working culture, the Department has committed to maximizing the benefits of the new way of working. We must formulate holistic policies and approaches to "the next normal", building back a better United Nations that fosters the achievement of tangible results, including through renewed investment in technology and commitment to continuous improvement in how we work towards achieving our mandated and shared objectives. This complements our efforts to consolidate progress on reform, by taking stock, capturing the benefits and adjusting where necessary. We have streamlined budget processes, while focusing on improving the financial health of the Organization, including through measures to manage a challenging liquidity situation, and developed a new internal control framework to provide assurances to Member States on the way the Organization is managed. We are working towards enhancing gender parity, the geographical and regional diversity of our workforce, a new staff mobility scheme and strengthened talent management. We will continue to build on methods and modalities for strengthening individual accountability at all levels across the Secretariat by sensitizing staff and managers of their responsibility to ensure an enabling work environment free from all types of misconduct.

The decentralized management framework provides more flexibility for decision-making. From the outset of my tenure, I have been encouraged by positive feedback on greater delegation of authority from entity heads, who report increased agility in responding to operational requirements. We monitor this exercise systematically against key performance indicators and regular data analysis and reporting, in order to make empowered management truly effectual.

In 2022, the Department will drive results through transparent, people-focused global management strategies, policies and compliance systems that enable the Organization to deliver on its mandates. We will promote innovation in business models throughout the Secretariat, to support clients and partners. We will foster a culture of continuous learning and accountability. And we will continue to create a collaborative environment through integrated, innovative solutions for business transformation throughout the United Nations system. This includes our role in both leading and supporting system-wide initiatives on critical issues such as gender parity, geographical and regional diversity, sexual harassment, and accessibility and environmental sustainability in the workplace. I also take note of the fact that, following a three-year journey to refine the format and presentation of the regular budget in an annual format, the General Assembly is expected to make a decision on the annual budget in 2022.

The mantra of the Department of Management Strategy, Policy and Compliance is "we make things easier for you". In other words, we help our people do their jobs better, support our entities to deliver on their mandates and exemplify a culture where innovation drives excellence. In 2022, we will continue to build upon this foundation.

(*Signed*) Catherine **Pollard**
Under-Secretary-General
Management Strategy, Policy and Compliance

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

Overall orientation

Mandates and background

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

Strategy and external factors for 2022

29A.2   The strategy for 2022 includes continuing to advance the new management paradigm through an integrated approach, with three interlinked pillars: programme planning, finance and budget; human resources; and business transformation and accountability. The Department will:

(a)   Commit to new ways of working, including through the formulation of holistic policies and approaches that foster the achievement of tangible results, including through renewed investment in technology and commitment to continuous improvement;

(b)   Strengthen the Organization's resilience, including its preparedness to maintain business continuity in emergencies, by guiding, monitoring and adjusting the post-coronavirus disease (COVID-19) "next normal" working methods at United Nations Headquarters to continually adapt to changing environments, risks and opportunities;

(c)   Drive results-based management policies and practices into the daily functioning and culture of the Organization, together with an integrated cycle of planning, risk and performance management, and evaluation;

(d)   Foster greater transparency and accountability envisaged to engender greater credibility and trust in the capabilities of the United Nations as an organization, both by Member States and the people that it serves;

(e)   Enhance data analysis and reporting capabilities that enable real-time, user-friendly access to data to support informed decision-making and improved management of risks to achieve the objectives of the United Nations;

(f)   Create a collaborative and inclusive environment through integrated solutions and strategic partnerships throughout the United Nations system;

(g)   Work towards the implementation of a dynamic human resources strategy that fosters greater diversity, supports managers in finding the right people, provides a strengthened learning framework, supports the development of new competencies, talents and strengthened multilingualism, ensures a civil and safe work environment and promotes a culture of continuous learning, innovation and improvement to actively build a better United Nations.

29A.3   The Department will continue to provide leadership in the development and delivery of integrated organizational management strategies, policies and models supporting a decentralized, field-focused paradigm in which managers are empowered through the enhanced delegation of authority framework. It will liaise with Member States and other external entities on management-related issues and foster coordination within the Secretariat, as well as with the funds, programmes and specialized agencies of the United Nations system, to build partnerships and promote best practices.

29A.4   Having laid the foundation for greater decentralization, the main challenge will continue to be to accelerate the culture shift required to fully implement the new management paradigm of increased delegation of authority, transparency and accountability and a culture of continuous learning.

29A.5   Through the new Enterprise Resource Planning Solution Division, which came into existence on 1 January 2021, the Department will continue to enable business transformation that leverages current and future trends in enterprise resource planning solutions. The Umoja solution and its accompanying business intelligence framework will allow the Department to respond to organizational requirements for better and more timely decision-making, enhanced accountability systems and the rapid adoption of newly identified best practices, as well as strengthened support for real-time data access, augmented and predictive analytics and planning and monitoring capabilities.

29A.6   The proposed component 3, Management advisory services, of subprogramme 1 comprises two components that were previously reflected under subprogramme 1, namely component 4, Management evaluation component for the administration of justice, and component 3, Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, as well as organizational resilience management capacity previously reflected under subprogramme 4, Business transformation and accountability. In response to the recommendation of the Joint Inspection Unit in its 2011 review of business continuity management and in the light of experience gained during 2020, it is proposed that the organizational resilience management capacity be redeployed to the Office of the Under-Secretary-General for Management Strategy, Policy and Compliance as the Sustainability and Resilience Management Unit, to more fully reflect the expanded nature of its activities.

29A.7   With regard to cooperation with other entities, the Department will continue to support and work closely with all entities of the Secretariat and build partnerships, internally within the Secretariat and externally with the United Nations system, to find inclusive responses to challenges and develop innovative business models that cater to the evolving and specific requirements of each entity, with an emphasis on the field.

29A.8   With regard to inter-agency coordination and liaison, the Department will represent the Secretary-General in inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) and its networks.

29A.9   With regard to the external factors, the overall plan for 2022 is based on the planning assumption that all stakeholders will extend their full cooperation and support to the Department in implementing its mandates.

29A.10   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.

29A.11   The Department integrates geographical diversity and gender perspectives in its operational activities, deliverables and results, as appropriate. For example, subprogramme 3 will align the global outreach activities to achieve the goals of the Secretariat's geographical diversity strategy and the United Nations system-wide strategy on gender parity, conduct a comprehensive examination of the Secretariat's recruitment methods from a diversity perspective to eliminate any potential unconscious bias or other inclusion issues and continue efforts to expand the availability of a diverse pool of qualified candidates for future vacancies through the use of innovative mechanisms such as

pipelines and talent pools. Integrating a gender perspective, it will provide advice to senior managers on conduct and discipline matters and administrative appeals and on critical incidents. With regard to substantive digital materials, the gender perspective is also incorporated, in particular with regard to victim assistance. For subprogramme 4, the integrated business transformation approach will ensure that gender-related aspects are considered and more easily analysed and monitored. The Department will play a leadership role in driving the Secretary-General's system-wide strategy on the future of work and continues to support efforts to achieve gender parity and address sexual harassment in the workplace. Furthermore, the Department will work towards the equitable geographical representation of Member States in the Secretariat workforce and the establishment of benchmarks for augmenting regional diversity and prioritize the integration of environmental sustainability and resilience management into the strategies, policies and compliance and reporting frameworks of the Organization. Through its policy leadership in these interconnected fields, the Department will foster a change in culture at all levels of the Secretariat.

29A.12 The Department will also support Secretariat-wide efforts on disability inclusion through the implementation of the United Nations Disability Inclusion Strategy. The Department will continue to elevate awareness of disability inclusion within it and support entities by mainstreaming disability inclusion in human resources strategy and policy, particularly in the areas of leadership, inclusiveness and organizational culture, which are core areas of the strategy.

Programme performance in 2020

Impact of COVID-19 on programme delivery

29A.13 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department of Management Strategy, Policy and Compliance. The impact included a reprioritization of resources under executive direction and management to lead and coordinate efforts in response to the emerging and evolving pandemic throughout the course of 2020, both at the Secretariat and departmental level. As Alternate Chair of the Senior Emergency Policy Team, the Under-Secretary-General and her Office were required to shift focus from planned activities to address the pandemic, including through extensive coordination and consultation activities across several departments, and concentrate efforts on the coordination and dissemination of COVID-19-specific policies, guidance and communications. A number of planned deliverables were not carried out, for example, planned travel for meetings of the High-level Committee on Management and the Staff-Management Committee and meetings on the strategic heritage plan of the United Nations Office at Geneva, as well as visits to the Office and peacekeeping missions. Meetings and events had to be reconfigured to a virtual environment or were cancelled or postponed as a result of COVID-19. The response to the pandemic also required a reprioritization of resources towards the health and well-being of personnel, including in the area of mental health. Specific examples of the impact are provided under subprogramme 1 (components 2 and 3), subprogramme 2 (component 2), subprogramme 3 (component 1) and subprogramme 4. The change in approach regarding planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogramme 2 (component 2).

29A.14 At the same time, however, some planned deliverables and activities were modified and some new activities were identified during 2020, within the overall scope of the objectives of the subprogrammes, in order to support clients on issues emerging during the COVID-19 pandemic. Those modifications and new activities included several enhancements to Umoja; a proactive response to possible disruptions in the payments system; the establishment of the enterprise risk management task force to support Secretariat entities on issues related to COVID-19; and the expansion of the Secretariat-wide risk register. Specific examples of the modified and new activities are provided under all subprogrammes. The modified and new deliverables and activities contributed to results in 2020, as described in the programme performance under subprogramme 2 (component 1).

29A.15 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States and clients, the programme 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 demonstrated that although virtual meetings have been critical in the context of COVID-19, engaging in person remains important for certain types of meetings, such as exchanges on sensitive matters at United Nations Headquarters. Since these types of engagements are the most effective when carried out in person, there is a need to employ a hybrid approach in the future while maintaining the majority of savings.

Legislative mandates

29A.16   The list below provides all mandates entrusted to the programme.

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform	72/254	Human resources management
58/269	Strengthening of the United Nations: an agenda for further change	72/266 A and B	Shifting the management paradigm in the United Nations
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures	73/281	Shifting the management paradigm in the United Nations: comparative assessment of human resources structures
60/1	2005 World Summit Outcome	75/243	Programme planning
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	75/252	Questions relating to the proposed programme budget for 2021
		75/253	Special subjects relating to the proposed programme budget for 2021

Deliverables

29A.17   Table 29A.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 29A.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)	**8**	**18**	**8**	**8**
1. Meetings of the Fifth Committee of the General Assembly	3	4	3	3
2. Meeting of the Special Committee on Peacekeeping Operations	1	5	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	3	8	3	3
4. Meeting of the Committee for Programme and Coordination	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultation and engagement with Member States on matters relating to the work of the Department.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information and engagement events; articles and videos; newsletters.				
Digital platforms and multimedia content: maintenance and update of a total of four websites, intranet and social media accounts of the Department of Management Strategy, Policy and Compliance.				
E. Enabling deliverables				
Administration: six meetings of the Management Client Board; and two meetings of the Arts Committee.				

Evaluation activities

29A.18   A self-evaluation by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support on the efficacy of the Management Client Board is planned for 2022.

Programme of work

Subprogramme 1
Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services

Component 1
Enterprise resource planning solution

Objective

29A.19   The objective, to which this component contributes, is to improve the management of the Organization's resources for its work in line with mandates.

Strategy

29A.20   To contribute to the objective, in line with mandates, the component will support business transformation in the areas of programme planning, programme management, monitoring of programme delivery, and data and business analytics by harmonizing processes and practices and using modern technology.

29A.21   The component will continue to support the Organization by building upon its business intelligence platforms to support access to real-time data, augmented and predictive analytics, including machine learning and natural language processing, and planning capabilities. This is predicated on the deployment of the SAP Analytics Cloud.

29A.22   Established on 1 January 2021, the component reports to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support. The focus of the component, in addition to the support, monitoring and upgrading of the Umoja system, is to meet evolving business needs through continuous improvements directed by the business. The component will work with business areas to translate requirements into integrated functional solutions that are built whenever possible through out-of-the-box solutions that have sustainable road maps and meet Umoja architectural standards. The business will take on responsibility for testing, training and change management, with the component to assist where required.

29A.23   The above-mentioned work is expected to result in:

(a)   A more efficient and transparent management of the Organization's financial, human and physical resources;

(b)   Better and more timely decision-making by management through access to advanced analytics;

(c)   The application and rapid adoption of newly identified best practices by the Organization;

(d)   The continued effective operation of the Organization and of alternate working arrangements, as Umoja functionality will underpin the Organization's work beyond the pandemic.

Programme performance in 2020

29A.24   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Uninterrupted and seamless Umoja functionalities during the COVID-19 pandemic

29A.25   The Organization had to react quickly to the challenges posed by the COVID-19 pandemic, resulting in, among other things, a protracted period and level of telecommuting never before experienced. Changes made to administrative guidelines to cater for the new reality had to be implemented in the Umoja system, so as to allow for staff members to accurately record and request the adjusted entitlements, as well as to ensure business continuity. The component implemented changes to the configuration and coding in multiple modules of the system in order to accommodate the new reality facing the Organization. These changes included: (a) a new telecommuting type, "Telecommuting COVID-19", for tracking alternate working arrangements, distinct from flexible working arrangements; (b) the carrying over of unused annual leave as at 31 March 2020; (c) an increase of the uncertified sick leave quota from 7 to 14 days for the leave cycle from 1 April 2020 to 31 March 2021; and (d) the advance disbursement of staff salaries, with payment dates and payroll areas adjusted to enable such a change. In addition, the component enabled the seamless access to human resources, finance, budget, procurement, supply chain and conference and event management data, as well as analytics.

29A.26   The component supported the Organization's management of the liquidity crisis. The ability to track and monitor the entire life cycle of expenditures and all cash movements across all funding sources gave extraordinary visibility, not available hitherto, to analyse the cash inflows and outflows in a very granular fashion by types of commitments, entities and other criteria. The ability to break down staff costs by post occupancy for each post on the basis of each day rather than each month allowed more granular control over staff cost spending, which is around 75 per cent of the regular budget. Umoja also provided new features, such as funding blocks, that allow controls over spending that are easy to implement.

29A.27   Also key to managing during the liquidity crisis, Umoja's ability to analyse the spending patterns of each entity across the past five years by budget line, and to analyse the lag between a commitment of funds (budget consumption) and the outflow of cash, was critical to forecasting cash outflows and adjusting commitments based on expected liquidity.

Progress towards the attainment of the objective, and performance measure

29A.28   The above-mentioned work contributed to the objective, as demonstrated by the 99.988 per cent uptime of the Umoja system in 2020 compared with 99.927 per cent in 2019, with no comparative data available for 2018, since the methodical tracking of system uptime started in 2019 only (see figure 29A.I). The seamless integration of the changes to the Umoja system required as a result of COVID-19 facilitated the ability of staff to undertake their work in Umoja remotely and to have access to all of their data, and the timely and effective functioning of the Organization through the pandemic.

Figure 29A.I
Performance measure: uptime of the Umoja system
(Percentage)
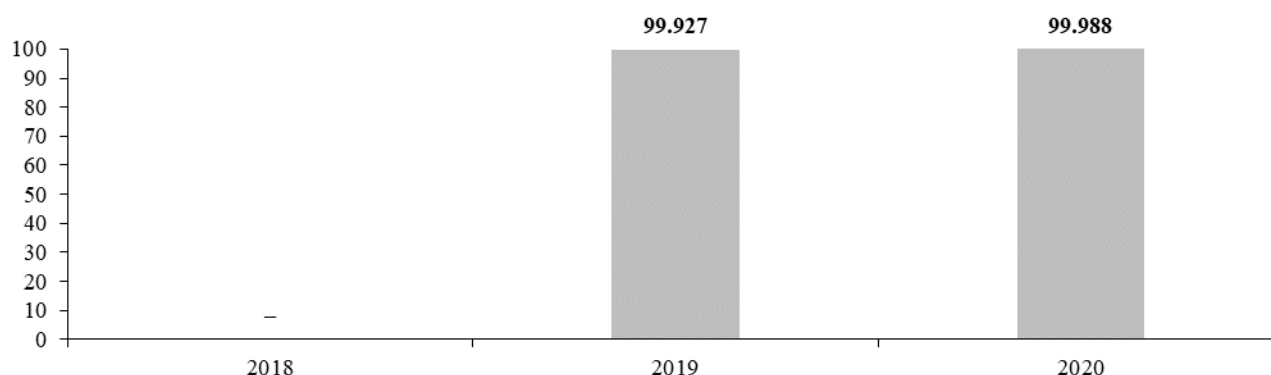
Impact of COVID-19 on component delivery

29A.29　In response to the pandemic, the component identified new activities to support clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives. The Umoja solution has facilitated the Organization's transition to working away from the office during the pandemic. The nature of the solution, and its accessibility, integration and transparency, was such that it played an instrumental role in keeping the Organization operational during the crisis. All its functionality was accessible to users from remote and home locations. The component was also able to maintain the software remotely. Additionally, the component was able to carry out several enhancements to the system to support new policies and procedures necessary for dealing with the response to the pandemic without interruption to the completion of its established goals. The following are a representative sample of changes to Umoja that were designed and implemented to support business continuity during the pandemic: (a) danger pay for a limited group of staff directly involved in certain COVID-19 operations; (b) the bulk salary advances solution to easily process mass salary advances for an entity or a group of staff; and (c) medevac and first line of defence[1] payroll cost recovery, in which Umoja payroll was configured to include a global cost recovery mechanism for financing the costs for pandemic-related expenses for the United Nations system-wide medevac arrangements and the augmentation of medical facilities, including COVID-19 testing, in United Nations system hospitals and clinics. The additional activities contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

29A.30　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: supporting managers in leveraging the new capabilities offered by Umoja Extension 2[2]

Programme performance in 2020

29A.31　The component, in cooperation with the Office of the Controller, as well as other stakeholders of the performance dashboard, has deployed a key component of the strategic planning, budgeting and

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[1] The first line of defence framework was developed in the context of the COVID-19 pandemic to contribute to the operational continuity of the United Nations country teams on the ground and to ensure the safety and health of the United Nations personnel and their families through the provision of COVID-19-related and other health-care services.

[2] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

performance management solution, combining strategic planning and programme performance information with budget consumption and post-incumbency data in real time in a user-friendly interface. Initially deployed for six pilot peacekeeping missions in October 2019, the dashboard for the regular budget entities, including special political missions, was deployed in May 2020, following the adaptation to the new regular budget annual results framework. At the end of July 2020, the component launched a new Member States' contributions portal as part of the Umoja suite of applications. The portal contains daily data from Umoja on the status of Member States' contributions for assessed budgets. Furthermore, the component launched the budget information pilot, which was custom-designed to provide budget data from Umoja. The financial budget tables and schedules included in budget reports, performance reports and supplementary documents are being made available incrementally to the Advisory Committee on Administrative and Budgetary Questions and to the Fifth Committee of the General Assembly. For all of these solutions, the component developed user-friendly interfaces, which are accessible through desktop computers, tablets or other mobile devices using a secure login.

29A.32   The above-mentioned work contributed to increased access to data for managers and Member States in alignment with the Secretary-General's commitment to transparency, which met the planned target reflected in the proposed programme budget for 2020 and the twelfth and final progress report of the Secretary-General on the enterprise resource planning project (A/75/386).

Proposed programme plan for 2022

29A.33   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will implement new tools, such as interactive dashboards for human resources and uniformed capabilities management, that enable further analytical reporting for decision-making. Working with all the business areas and subprogramme 4, the component will design and deliver common data models and customized visualizations for Member States, leveraging rich data from Umoja and other internal and external systems. The expected progress is presented in the performance measure below (see table 29A.2).

Table 29A.2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Stabilizing the functions covered by the processes within the scope of Umoja Foundation and Extension 1, and designing and developing the building blocks for the Umoja Extension 2 functionalities	Deploying and stabilizing the Umoja Extension 2 functionalities and adapting Umoja, as a reform enabler, to the evolving needs of the reform pillars	Increased access to data for managers and Member States in alignment with the Secretary-General's commitment to transparency and deployed Umoja Extension 2 functionality	Continuous improvements, enhancements and data analytics enabling process improvements and better-informed decisions on resources	Continuous improvements, enhancements and data analytics enabling process improvements and better-informed decisions on resources

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: business transformation and process improvements[3]

Programme performance in 2020

29A.34   The component has contributed to the improvement of the management of the Organization's resources for its work in line with mandates, which is demonstrated by the availability of results-driven resource planning, implementation and monitoring and supported by richer data analytics for timely decision-making. The component deployed the strategic planning, budgeting and performance management solution to all Secretariat entities. Following the deployment, the solution was enhanced with an additional module for travel budgeting, and significant changes were made to the position model while the component further streamlined the summary model. The solution was also extended to include a new recosting engine that enabled the implementation of a more accurate recosting methodology by the Programme Planning and Budget Division by applying better currency usage patterns, and therefore more realistic exchange rate and inflation adjustments. Furthermore, the component deployed the performance monitoring module within the strategic planning, budgeting and performance management solution that is used for programme implementation and supports performance management for the regular budget. The corresponding performance monitoring module for the peacekeeping budget was further enhanced in May 2020.

29A.35   The above-mentioned work contributed to the availability of results-driven resource planning, implementation and monitoring modules supported by richer data analytics for timely decision-making by programme managers, which met the planned target reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

29A.36   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will explore further integration opportunities and areas for continuous improvement in cooperation with stakeholders and broaden its analytics offerings. The expected progress is presented in the performance measure below (see table 29A.3).

Table 29A.3
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Reporting capabilities are available to all users	Reporting capabilities and dashboards are available to selected entities	Results-driven resource planning, implementation and monitoring modules supported by richer data analytics are available for timely decision-making by programme managers	Dashboards/ analytics capabilities are available to all users, including Member States	End users, including programme managers, interact with data through self-service analytics and are provided with the ability to rapidly develop reports with real-time access to their data, empowering timely, informed decision-making

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[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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.

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[3] As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

Result 3: advanced analytics for staff and Member States

Proposed programme plan for 2022

29A.37   Transitioning to a mainstreaming phase in providing solutions to business needs, the component provided its techno-functional expertise for the ongoing maintenance of and upgrades and continuous improvements to the Umoja system, which has been fully deployed since the end of 2020. The component also provided enhanced analytics capability to staff and senior management as well as to Member States that have transitioned to cloud-based advanced enterprise-wide analytics.

Lessons learned and planned change

29A.38   The lesson for the component was that early, extensive and sustained business engagement is critical for improving adoption and ensuring future ownership of the solution by the business. Extended business teams are one way to assist in this regard through requirement-gathering, solution design, the development of training content and hypercare. In applying the lesson, the component will work with its stakeholders and through its new governance mechanism, outlined in the twelfth and final progress report of the Secretary-General on the enterprise resource planning project (A/75/386), and in partnership with the Department of Operational Support, to continue to ensure that these lessons obtained through the extended business teams are applied going forward. In 2021, the implementation of the SAP Analytics Cloud will begin to enable the deployment of the advanced analytics capability and the digital boardroom. For 2022, the deployment of self-service analytics for the entire Secretariat is envisioned, encompassing augmented and predictive analytics that include machine learning and natural language processing. The component plans to deliver additional value to the Organization through the deliverables outlined above, leveraging current trends and future product road maps in enterprise resource planning.

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

29A.39   This work is expected to contribute to the objective, as demonstrated by Member States having access to a robust suite of dashboards and analytic capabilities providing a broad range of data models and customized visualization for human resources and uniformed capabilities management, among other areas (see table 29A.4).

Table 29A.4
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
All entities to which Umoja was deployed benefited from Umoja Foundation, Umoja Extension 1 and the uniformed capabilities management and implementing partner/ grantor programme management functionalities from Umoja Extension 2	Umoja Extension 2 functionalities deployed and stabilized and Umoja, as a reform enabler, adapted to the evolving needs of the reform pillars, and the new delegation of authority framework enabled	Increased access to data for managers and Member States in alignment with the Secretary-General's data strategy, along with deployed Umoja Extension 2 functionality	Programme managers take better-informed decisions on human resources and uniformed capabilities management	Member States access a robust suite of dashboards and analytic capabilities providing a broad range of data models and customized visualization for human resources and uniformed capabilities management, among other areas

Legislative mandates

29A.40   The list below provides all mandates entrusted to the component.

General Assembly resolutions

60/260	Investing in the United Nations for a stronger Organization worldwide	63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	75/253 A	Special subjects relating to the proposed programme budget for 2021

Deliverables

29A.41   Table 29A.5 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 29A.5
Subprogramme 1, component 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. Progress report on the enterprise resource planning project	1	1	–	–
Substantive services for meetings (number of three-hour meetings)	**3**	**3**	**–**	**–**
2. Meetings of the Fifth Committee of the General Assembly	2	2	–	–
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	1	1	–	–
C. Substantive deliverables				
Consultation, advice and advocacy: discussions with client groups, through the governance mechanisms and informally, on the sustainability of and continuous improvements to the system to meet their business needs.				
D. Communication deliverables				
Digital platforms and multimedia content: updating and maintenance of the Umoja/Enterprise Resource Planning Solution Division website and social media accounts.				
E. Enabling deliverables				
Information and communications technology: continuous improvements to the Umoja system; and service desk tier 3 support.				

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

Objective

29A.42   The objective, to which this component contributes, is to facilitate effective and efficient deliberations and decision-making by the Fifth Committee of the General Assembly and the Committee for Programme and Coordination.

Strategy

29A.43   To contribute to the objective, the component will continue to improve communication on organizational and procedural aspects of meetings and enhance substantive, technical and secretariat support to the Member States and other participants in the meetings.

29A.44   The above-mentioned work is expected to result in the smooth conduct of meetings of the intergovernmental bodies serviced.

Programme performance in 2020

29A.45   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Continued deliberations through online platforms

29A.46   The COVID-19 pandemic disrupted the modalities for formal meetings and informal consultations in the Fifth Committee and in the Committee for Programme and Coordination. In-person formal meetings and informal consultations were significantly curtailed, and the vast majority of those intergovernmental meetings were replaced by online informal consultations in order to ensure business continuity and facilitate the deliberations and decision-making of the Committees. Procedural formal meetings were mostly cancelled and replaced by the electronic sharing of introductory statements proceeding directly to remote informal consultations on online platforms, with no in-person general discussions. The component explored different online platforms to accommodate the meetings of the Committees. After careful consideration of the technical capabilities of the various options and the respective requirements of the Committees and after consultations with Member States, the two Committees decided to use different platforms for their respective sessions. However, remote meetings were held without interpretation owing to constraints and limitations related to the availability of remote simultaneous interpretation.

29A.47   Working remotely posed extra challenges to the component in ensuring the timely dissemination of information, engagement and consultation with all delegations and required additional efforts by the component, inter alia, using online live updates to draft resolutions during meetings and undertaking silence procedures for adoption by consensus of resolutions and decisions. The component supported the decision of the membership to temporarily adapt its working practices to the new meeting modalities as an exceptional measure, adopted in response to the pandemic, which would not set a precedent.

Progress towards the attainment of the objective, and performance measure

29A.48   The above-mentioned work contributed to the objective, as demonstrated by the increased number of meetings held by means of videoconference in 2020 (see figure 29A.II).

Figure 29A.II
Performance measure: videoconference usage by the Fifth Committee of the General Assembly and the Committee for Programme and Coordination

(Number of meetings by videoconference)
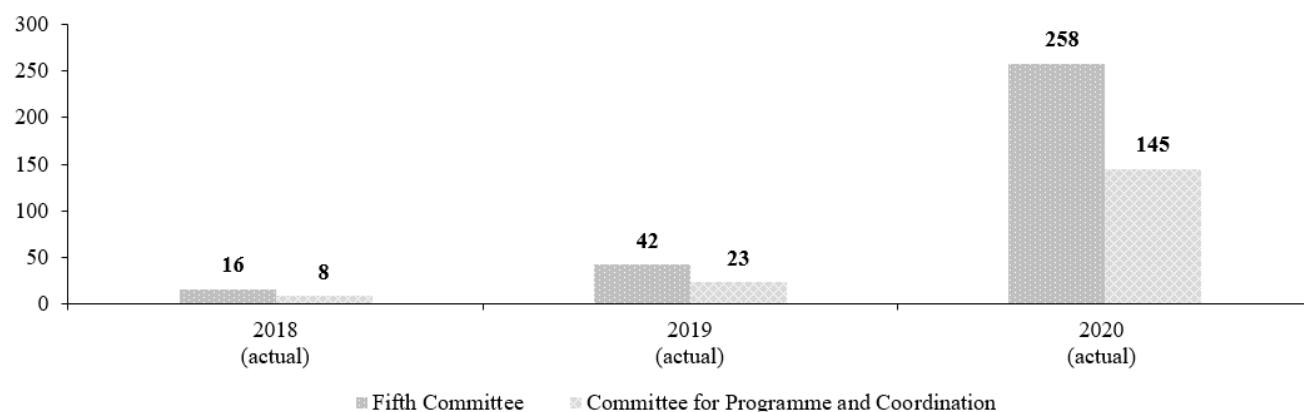
Impact of COVID-19 on component delivery

29A.49   In response to the COVID-19 pandemic, during 2020, the component changed its approach to the conduct of meetings of the Fifth Committee and the Committee for Programme and Coordination. The component expeditiously shifted the focus of its work from planning and organizing in-person meetings, which were no longer feasible, to online meetings. In line with General Assembly decisions 74/544, 74/555, 74/558 and 74/561 on the procedure for taking decisions of the General Assembly during the COVID-19 pandemic, the component supported the Committees in adapting their working methods to conclude their work and ensured that the 72-hour silence procedure established for taking decisions was observed.

Planned results for 2022

29A.50   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: increased awareness of sources of information available for delegates [4]

Programme performance in 2020

29A.51   The component, as a result of the COVID-19 pandemic, adapted business processes to the evolving working environment and the significantly increased reliance on the e-deleGATE portal to provide information to Member States related to the work of the Fifth Committee and the Committee for Programme and Coordination. The portal became a key destination site where the component made all relevant information and documentation, including draft resolutions and supplementary information (previously also circulated in hard copy during meetings), available to Member States. Links to other sites that were not previously available on the portal were also added for ease of accessibility to documentation and information relevant to the work of the Committees. The component used the front page of "Fifth Committee Place" and "CPC Place" in e-deleGATE to draw the attention of delegates to links and login information to access virtual meetings, related witness lists and information on key health and safety measures in place for the limited physical meetings of the Fifth Committee and related links to COVID-19 contact-tracing forms. In order to facilitate delegates' participation in virtual meetings, the component created several guides on practical

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[4] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

aspects of how to participate in online meetings and the meeting functionalities and technical requirements of the platform. In addition, the component worked with Bureau representatives on providing "tips for facilitators" and "basics for new delegates", and created a document, in collaboration with component 3 of subprogramme 2, detailing the working practices and interpretation of language submissions for General Assembly budget resolutions.

29A.52   In compliance with General Assembly decisions 74/544, 74/555, 74/558 and 74/561 related to decision-making through silence procedure, the component engaged with all stakeholders, including the Office of the President of the General Assembly and Secretariat officials, to ensure that the Committees would be able to adopt their resolutions, decisions and reports. In 2020, the component processed 25 of 44 resolutions and five decisions of the Fifth Committee and 30 reports of the Committee for Programme and Coordination, which were all adopted by silence procedure. The subprogramme also conducted a survey to assess the satisfaction of delegates of the Committees with the overall services provided by the Secretariat.

29A.53   The above-mentioned work contributed to positive survey results, with 97.9 per cent of respondents in the Fifth Committee and 97.3 per cent of respondents in the Committee for Programme and Coordination indicating that they were either "very satisfied" or "satisfied" with the overall services of the secretariat of the Committees, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

29A.54   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will increase efforts to leverage the technical capabilities of available tools, including the e-deleGATE platform, to improve communication with Member States on the availability of preparatory and background materials prepared by the secretariats of the Committees. The expected progress is presented in the performance measure below (see table 29A.6).

Table 29A.6
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Positive survey results • Fifth Committee of the General Assembly: 98.3 per cent • Committee for Programme and Coordination: 97.5 per cent	Positive survey results • Fifth Committee of the General Assembly: 95.7 per cent • Committee for Programme and Coordination: 97.3 per cent	Positive survey results on the overall services of the secretariat of the Committees • Fifth Committee of the General Assembly: 97.9 per cent • Committee for Programme and Coordination: 97.3 per cent	Maintained and/or improved positive survey results	Maintained and/or improved positive survey results

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: increase awareness of sources of information available for delegates[5]

Programme performance in 2020

29A.55   The component continued its work to provide advice on historical and procedural information to the Bureau members and coordinators of the Committees on an ongoing basis, not only during the sessions but also during off-session periods. One-on-one meetings between a member of the secretariat of the Fifth Committee or the Committee for Programme and Coordination with each of the 57 coordinators of the different agenda items in the Committees took place prior to and throughout the course of the sessions. That support for coordinators was critical to ensure that they were aware of the working practices of the Committees and had access to all relevant information on the e-deleGATE platform and on the public websites of the Committees that would guide their work in bringing the Committees to consensus agreements. In addition, the component re sponded to requests for advice from individual delegations that requested support throughout the year, reflecting in part the normal turnover of representatives within delegations.

29A.56   The surveys conducted at the end of the seventy-fourth session of the Fifth Committee and the sixtieth session of the Committee for Programme and Coordination showed that the above-mentioned work contributed to positive results, with 97.9 per cent of Fifth Committee members and 97.3 per cent of members of the Committee for Programme and Coordination surveyed indicating they were either "very satisfied" or "satisfied" with the services provided, which met the planned target reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

29A.57   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will increase efforts to leverage the technical capabilities of available tools, including the e-deleGATE platform, to further enhance the availability of organizational and procedural information. The expected progress is presented in the performance measure below (see table 29A.7).

Table 29A.7
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Positive survey results	Positive survey results	Positive survey results	Maintained or improved positive survey results	Maintained or improved positive survey results
• Fifth Committee of the General Assembly: 98.3 per cent	• Fifth Committee of the General Assembly: 95.7 per cent	• Fifth Committee of the General Assembly: 97.9 per cent		
• Committee for Programme and Coordination: 97.5 per cent	• Committee for Programme and Coordination: 97.3 per cent	• Committee for Programme and Coordination: 97.3 per cent		

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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.

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[5] As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

Result 3: improved information available to delegates

Proposed programme plan for 2022

29A.58   The Fifth Committee and the Committee for Programme and Coordination have a high volume of items that they must consider during the limited time available for the sessions. The regular turnover of individual delegates covering the Committees for their respective missions necessitates accessibility of information throughout the year. The component continuously improved and adapted information available to delegates, including for new committee members, to increase their awareness of the related sources of information and to leverage the tools available to them, such as the e-deleGATE portal and the websites of the Committees. The access to the tools offered by the component facilitates meaningful participation in the deliberations of the Committees and supports their decision-making, within their agreed working procedures and practices.

Lessons learned and planned change

29A.59   Building on preliminary observations and feedback, as well as the 2020 experience of remote meeting modalities, the lesson for the component was that it needed to increase emphasis on providing Member States with information that would facilitate their effective participation in the intergovernmental process prior to and during the sessions of the Committees. In applying the lesson, the component, as the secretariat of the Committees, plans to provide targeted support to new delegates as well as to coordinators of agenda items. While the component consistently engages directly with already identified coordinators through correspondence, discussions and in-person meetings (under normal circumstances), the component intends to focus on a more systematic approach to address this specific need, including through the preparation of procedural guidelines and by offering the option of holding a workshop at the beginning of each session.

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

29A.60   This work is expected to contribute to the objective, as demonstrated by positive survey results on the availability of organizational and procedural information (see table 29A.8).

Table 29A.8
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Positive survey results on the availability of organizational and procedural information	Positive survey results on the availability of organizational and procedural information	Positive survey results on the availability of organizational and procedural information	Maintained positive survey results on the availability of organizational and procedural information	Maintained positive survey results on the availability of organizational and procedural information
• Fifth Committee of the General Assembly: 97.1 per cent	• Fifth Committee of the General Assembly: 94.6 per cent	• Fifth Committee of the General Assembly: 100 per cent		
• Committee for Programme and Coordination: 92.6 per cent	• Committee for Programme and Coordination: 100 per cent	• Committee for Programme and Coordination: 100 per cent		

Legislative mandates

29A.61   The list below provides all mandates entrusted to the component.

Charter of the United Nations

Chapter IV, Article 17	Functions and powers of the General Assembly

General Assembly resolutions

45/248 B, Sect. VI	Questions relating to the programme budget for the biennium 1990–1991

Economic and Social Council resolutions

920 (XXXIV)	Special Committee on coordination with particular emphasis on the United Nations Development Decade

Deliverables

29A.62   Table 29A.9 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 29A.9
Subprogramme 1, component 2: 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)	**167**	**247**	**235**	**235**
1. Notes on the programme of work of the Fifth Committee of the General Assembly	70	126	125	125
2. Notes on the status of documentation of the Fifth Committee of the General Assembly	35	35	40	40
3. Procedural notes for the Chair of the Fifth Committee of the General Assembly	40	27	40	40
4. Notes on the programme of the work of the Committee for Programme and Coordination	10	32	12	12
5. Notes on the status of documentation of the Committee for Programme and Coordination	2	2	2	2
6. Procedural notes for the Chair of the Committee for Programme and Coordination	10	25	16	16
Conference and secretariat services for meetings (number of three-hour meetings)	**200**	**187**	**200**	**200**
7. Meetings of the Fifth Committee of the General Assembly	160	155	160	160
8. Meetings of the Committee for Programme and Coordination	40	32	40	40
C. Substantive deliverables				
Consultation, advice and advocacy: advice to 10 Bureau members; consultation and advice to 57 coordinators; and response to queries from and provision of advice to individual delegations on historical proceedings of the Committees.				
D. Communication deliverables				
Digital platforms and multimedia content: update and maintenance of the websites of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination; and update of information on e-deleGATE.				

Component 3
Management advisory services

Objective

29A.63   The objective, to which this component contributes, is to advance transparency of administrative decision-making, fairness, integrity and the resilience of the Organization to deliver on its mandates.

Strategy

29A.64   To contribute to the objective, the component will strengthen the Organization's resilience, including its preparedness to maintain business continuity in emergencies, by guiding, monitoring and adjusting the post-COVID-19 ways of working at United Nations Headquarters to continually adapt to changing environments, risks and opportunities. For example, the component will monitor the use of hybrid working patterns and behaviours and advise whether additional support, guidance and/or training is required or whether policies need to be adjusted.

29A.65   The component will continue to improve the overall quality of the acquisition process and reflect those improvements in substantive policy and guidance-related recommendations, including through the use of data analytics. In addition, the component will continue to objectively analyse the facts presented in requests for a management evaluation vis à-vis the legal framework of the Staff Regulations and Rules of the United Nations and provide the requesting staff member with a reasoned, comprehensive evaluation conveying the basis for the recommendation of the Management Evaluation Unit on the case.

29A.66   The above-mentioned work is expected to result in:

(a)   A more resilient, agile and sustainable Organization and an innovative and thriving workforce that delivers results;

(b)   An Organization better prepared for complex and long-term emergencies;

(c)   A strengthened acquisition and asset disposal process;

(d)   The early resolution of disputes that arise from decisions taken in the Administration on a staff member's employment;

(e)   Greater staff awareness of the internal justice system.

Programme performance in 2020

29A.67   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Business continuity during the COVID-19 pandemic

29A.68   The Secretariat at United Nations Headquarters has conducted formal business continuity planning for a little over a decade. These plans were specific to potential disruptive events in New York and were geared towards emergencies lasting days or weeks. With the arrival of COVID-19 in early 2020, however, the component had to rapidly expand the scope of its support for business continuity planning to advise the entire Secretariat on the preparation for and response to a global pandemic of a prolonged duration.

29A.69   In February 2020, Secretariat entities worldwide were instructed to prepare for a significant increase in the number of personnel working remotely and to update their business continuity plans accordingly and submit them to the component. Staff were advised to store documents on cloud-based platforms, such as SharePoint, if they had not already done so, to ensure remote accessibility. Guides to telecommuting were issued, and tutorials on leading and participating in virtual meetings were offered.

29A.70   The two emergency management bodies at United Nations Headquarters, the Crisis Operations Group and the Senior Emergency Policy Team, began meeting much more frequently to assess the pandemic situation and to coordinate and monitor the business continuity response. Between February 2020 and February 2021, the component participated in 38 meetings of the Crisis Operations Group and organized 14 meetings of the Senior Emergency Policy Team.

29A.71   The component also led biweekly virtual meetings of the business continuity focal points at United Nations Headquarters and global meetings to provide updates on the COVID-19 situation and to coordinate the sharing of successful business continuity and resilience practices across entities, identify opportunities for collaboration and foster more agile adaptation to the unavoidably emerging working environments. The component also advised entities on improving their business continuity plans.

Progress towards the attainment of the objective, and performance measure

29A.72   The above-mentioned work contributed to the objective, as demonstrated by 100 per cent of essential and time-critical business services being supported by business continuity plans (see figure 29A.III).

Figure 29A.III
Performance measure: percentage of essential and time-critical business services supported by business continuity plans
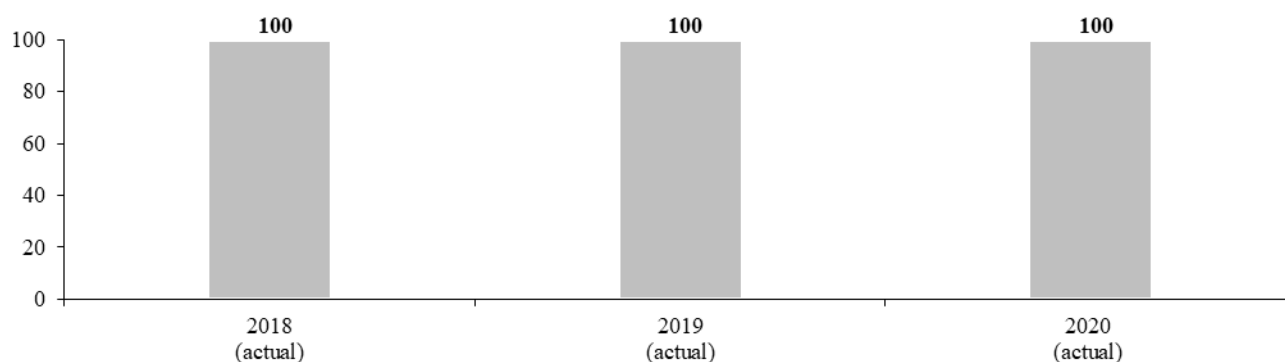
Impact of COVID-19 on component delivery

29A.73   Owing to the impact of COVID-19 during 2020, the component encountered challenges in carrying out its planned outreach activities, although it was able to advance such activities to some degree by means of a virtual format. Training initiatives and consultations that otherwise would have been conducted in person were redesigned for remote delivery, with adjustments during the year to also apply lessons learned.

29A.74   At the same time, however, the component identified additional activities to support its clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives, namely expanding the scope of its support from entities at United Nations Headquarters to Secretariat entities globally while also providing more frequent and enhanced support to the two emergency management bodies in New York, the Crisis Operations Group and the Senior Emergency Policy Team. The component also implemented a structured COVID-19 communications mechanism, in coordination with other departments, to catalogue and publish the new and changed policy and guidance documents and communicate them to multiple groups of stakeholders, including staff, Member States and United Nations system organizations. The new deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

29A.75 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: new end-to-end case management system for strategic policy recommendations in the area of procurement[6]

Programme performance in 2020

29A.76 The component worked with the Office of Information and Communications Technology to enhance the design of the new end-to-end case management system for strategic policy recommendations in the area of procurement, to ensure that it reflected the new delegation of authority framework and that it was compliant with current information and communications technology standards.

29A.77 The component also simplified and standardized the automated formats through the case management system to ensure consistency of the business process with the delegation of authority framework among 35 entities that will be using the new system.

29A.78 Furthermore, using remote instructor lead techniques implemented during the pandemic, the component commenced training for over 450 users, including administrators for each entity. The objective of the training was to familiarize the users with the new system and allow for seamless transition from the legacy system to the new one.

29A.79 The above-mentioned work contributed to the improvement in the overall quality of the acquisition process by formalizing the feedback of the Headquarters Committee on Contracts qualitative review of procurement actions and its substantive policy and guidance-related recommendations for relevant stakeholders in the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

29A.80 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will use a continuous improvement approach, designing enhanced dashboards to provide clear visual data and enable authorized officials to identify and target weaknesses in the acquisition process and address them accordingly. It will also train users in the application of the enhanced dashboards to improve compliance. The expected progress is presented in the performance measure below (see table 29A.10).

Table 29A.10
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Absence of a structured process for strategic policy changes based on Headquarters Committee on Contracts recommendations among Secretariat	Establishment of a more robust, structured process for evidence-based strategic policy changes, based on Headquarters Committee on Contracts	Improved quality of the acquisition process by formalizing the feedback of the Headquarters Committee on Contracts qualitative review	New policy which, having been informed by data from the end-to-end case management system, strengthens the procurement and disposal of	• Improved monitoring capabilities of end-to-end case management system through dashboards and additional

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[6] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
entities, including the field	recommendations among Secretariat entities, including the field	of procurement actions and its substantive policy and guidance-related recommendations for relevant stakeholders in the Department of Management Strategy, Policy and Compliance and the Department of Operational Support	assets of the Organization	reporting capabilities • Increased number of entities that refocus their resources and streamline all facets of their acquisition process

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: improved access to internal justice recourse[7]

Programme performance in 2020

29A.81   The component was able to make progress in the area of improving access by staff to the internal justice system, holding virtual meetings with four staff unions and staff at large in the Department of Safety and Security to exchange views on issues of concern to staff with regard to the internal system of justice. The component used these opportunities to gauge the common questions of staff regarding management evaluation for the purpose of updating the frequently asked questions set out on the Management Evaluation Unit webpage.

29A.82   The above-mentioned work contributed to the early resolution of staff-related disputes and the prevention of unnecessary litigation through staff awareness of the internal system of justice, which met the target reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

29A.83   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will continue to carry out outreach briefings for managers and administrative decision makers on lessons learned in the internal system of justice, conduct meetings with staff unions and develop iSeek resources devoted to management evaluation by including more detailed frequently asked questions based on typical questions from staff during outreach activities. The component will provide participants in the outreach activities with the opportunity to provide feedback. The expected progress is presented in the performance measure below (see table 29A.11).

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[7] As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

Table 29A.11
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Limited knowledge of the internal system of justice and the role of the Management Evaluation Unit among staff members, especially those serving at more remote duty stations	Limited knowledge of the internal system of justice and the role of the Management Evaluation Unit among staff members, especially those serving at more remote duty stations	The early resolution of staff-related disputes and prevention of unnecessary litigation through staff awareness of the internal system of justice	Positive feedback from field office staff on the understanding of issues in the internal system of justice	Increased understanding by staff of management evaluation issues in the internal system of justice

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: post-COVID-19 next normal: build back better

Proposed programme plan for 2022

29A.84   The COVID-19 pandemic has demonstrated the importance of not simply striving for business continuity alone, but for strengthening the overall resilience and sustainability of the Organization. The Organization's initial response to the pandemic emphasized the importance of supporting managers and staff as they adapted to new ways of working, as well as ensuring that measures were immediately taken to make documentation and records available electronically to enable effective remote working modalities. In March 2020, the Organization rapidly adapted policies to the modified reality resulting from the pandemic and communicated them globally. More than 50 policies and guidance documents were issued, catalogued and communicated.

29A.85   Co-led by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, the overall coordination of this work led to the inception of the "next normal" project to plan for the post-COVID-19 working environment. The component actively involved over 90 staff from Secretariat entities and agencies, funds and programmes of the United Nations system based in New York, to identify guiding principles and lessons learned during the pandemic to design the first version of a "next normal" framework at the Secretariat. The component has also liaised with other entities, such as offices away from Headquarters, regional commissions and the peacekeeping and special political missions, to include their views in the project.

Lessons learned and planned change

29A.86   The lesson for the component was that the nature of the United Nations mandate requires in-person presence to render maximum results. At the same time, it has been proven that some functions can be conducted effectively and efficiently while working remotely or in a hybrid fashion that combines on-site and remote work. The Organization has learned to hold meetings remotely, as well as training and workshops. In applying the lesson, the component will work on the "next normal" framework, which involves 14 workstreams on topics ranging from work modalities to occupational safety and health to organizational culture and learning. The component will develop a first iteration of the framework that can be implemented as soon as health conditions allow and that will be fine-tuned over the coming years as the United Nations adjusts to and learns from the new working conditions and responds to unforeseen challenges and opportunities. The guiding principles of the framework will be socialized widely and actively implemented and mainstreamed into Secretariat policies, practices and operations. In 2022 and beyond, the component will guide, monitor and adjust as

necessary the implementation of the "next normal" at United Nations Headquarters by applying lessons learned as well as principles of sustainability and resilience. It will also ensure close alignment with the "future of work" initiative led by the CEB High-Level Committee on Management.

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

29A.87   This work is expected to contribute to the objective, as demonstrated by the percentage of recommendations of the "next normal" framework implemented for United Nations Headquarters (see table 29A.12).

Table 29A.12
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	–	United Nations Headquarters transitions to business continuity mode as a result of COVID-19	Secretary-General considers proposal for post-COVID-19 "next normal" framework for United Nations Headquarters	Percentage of recommendations of the "next normal" framework implemented for United Nations Headquarters

Legislative mandates

29A.88   The list below provides all mandates entrusted to the component.

General Assembly resolutions

69/273	Procurement	73/279 B, sect. I	Special subjects relating to the programme budget for the biennium 2018–2019: Organizational resilience management system
72/219	Protection of global climate for present and future generations of humankind		
		75/248	Administration of justice at the United Nations

Deliverables

29A.89   Table 29A.13 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 29A.13
Subprogramme 1, component 3: 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**
Progress report on the implementation of the organizational resilience management system	–	–	–	1
E. Enabling deliverables				
Administration: administration of and support for the new case management system; training and guidance for members of the 34 local committees on contracts and 43 local property survey boards; advice on procurement and property policy documents; administration and maintenance of online learning tools for local committees on contracts and local property survey boards, and provision of related training and guidance.				

Category and subcategory	*2020 planned*	*2020 actual*	*2021 planned*	*2022 planned*

Internal justice and oversight: recommendations on requests for management evaluation of contested administrative decisions; recommendations on requests for suspension of action submitted to the Secretary-General in cases involving separation from service of staff members; substantive and technical servicing of the Headquarters Committee on Contracts and the provision of recommendations on proposed procurement awards to heads of entities; substantive and technical servicing of the Headquarters Property Survey Board; reports on the functioning of the local committees on contracts and local property survey boards and procurement functions in entities; annual reporting to the United Nations Environment Programme on Secretariat-wide environmental sustainability performance.

Subprogramme 2
Programme planning, finance and budget

Component 1
Finance

Objective

29A.90   The objective, to which this component contributes, is to secure the financing of the Organization's expenses, pursuant to Article 17 of the Charter of the United Nations, and to ensure sound, effective and efficient integrated financial management of and reporting on United Nations resources, supported by a strong internal control environment.

Strategy

29A.91   To contribute to the objective, the component will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations, will adapt policies and procedures relating to financial matters in response to emerging issues and will continue to strengthen the system of internal controls in support of the prudent management of resources in the context of the decentralized delegation of authority framework.

29A.92   The component will provide effective support to the Committee on Contributions, will ensure the timely issuance of assessments and will continue its increased focus on providing up-to-date information on the status of assessed contributions. The component will continue to closely monitor and forecast the collection of assessments and manage cash outflows based on liquidity forecasts.

29A.93   The component will prepare International Public Sector Accounting Standards (IPSAS)-compliant financial statements for the Organization and will focus on increased transparency with an improved financial discussion and analysis statement, as recommended by the IPSAS Board. Additionally, the component will provide support for the establishment, management and reporting of the extrabudgetary funds of the Organization. The component will continue to manage financial risks through sound investment management, global cash management and global banking management.

29A.94   The component will continue to coordinate and manage the group health and life insurance programmes and the property and liability insurance activities of the Organization and provide services to the Advisory Board on Compensation Claims and the United Nations Claims Board, and to administer the related compensation payments. The component will ensure the accurate and timely disbursement of salaries and related allowances and benefits to United Nations staff and other personnel, disbursements to vendors and other contractors, and other disbursements in respect of the financial obligations of the Organization. Furthermore, the component will provide governance of master data to ensure the integrity, standardization and harmonization of data across the enterprise resource planning system and the other enterprise systems of the Organization.

29A.95   The component plans to support the global Secretariat on issues emanating from the COVID-19 pandemic by continuing to strengthen the Organization's global banking and payments system to better support operations at the country level and to strengthen business continuity and organizational resilience. New tools and platforms for managerial information will be implemented and updated to allow for more efficient accessibility, analysis, dissemination and transparency of data, which are key in the post-COVID-19 virtual work environment.

29A.96   At the system-wide level, the component will lead on the strengthening of the underlying financial arrangements related to mechanisms, such as medical evacuation, that were part of the immediate response to the COVID-19 pandemic at the United Nations system-wide level. The component will continue to drive the use of online health consultations, including for mental health purposes, contributing to improved well-being of staff, as well as cost containment relating to health insurance costs.

29A.97   The above-mentioned work is expected to result in:

(a)   Prudent financial management of the resources entrusted to the Secretariat;

(b)   A strengthened system of internal controls that supports accurate reporting and reduced incidence of fraud;

(c)   Increased transparency of financial reporting;

(d)   Better positioning of the Organization to respond to external shocks.

Programme performance in 2020

29A.98   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Strengthened staff health programmes in response to COVID-19

29A.99   With the onset of COVID-19 in 2020 and stay-at-home orders instituted globally across the Organization, the component introduced online health consultations to the more than 150,000 United Nations medical insurance plan participants, including around 50,000 locally recruited staff serving in field duty stations. Telehealth applications and webpages were introduced to all plan participants, enabling easy access to medical services. Plan participants turned to telemedicine to remain engaged with physicians at a time when in-person visits were more challenging or impossible to schedule. The audiovisual communication in real time allowed physicians and patients to connect while keeping them safe during the ongoing pandemic. In addition to providing easy and safe access to medical care, including mental health care, the online consultations helped to safeguard the sustainability of the United Nations medical plans by ensuring that plan participants and Member States paid less for care incurred through one of the telehealth solutions.

29A.100   At the United Nations system-wide level, as a response to the pandemic, the component provided support for the first line of defence and medevac mechanisms that contributed to the enhancement of local health capacities, with a specific focus on three areas: (a) strengthening national capacities; (b) strengthening United Nations clinics; and (c) upgrading International Organization for Migration health centres in places with no United Nations clinics and limited national capacities. These mechanisms also contributed to local COVID-19 testing and treatment of staff and other United Nations system personnel, and to the evacuation of ill staff to treatment hubs, as needed. The component led the negotiations among the 14 participating United Nations system entities of the financial agreements for a cost-sharing arrangement and ensured that the funding and payment mechanisms were in place to support both medevac and first line of defence.

Progress towards the attainment of the objective, and performance measure

29A.101   The above-mentioned work contributed to the objective, as demonstrated by a total of 39,395 telehealth consultations across all United Nations medical plans and access to online health-care consultations for all United Nations staff enrolled in the United Nations health insurance programme (see table 29A.14). Telehealth applications and webpages were introduced to all plan participants, enabling easy access to medical services at reduced rates.

Table 29A.14
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
• A total of 125 telehealth consultations were held across all United Nations medical plans	• A total of 305 telehealth consultations were held across all United Nations medical plans	• A total of 39,395[a] telehealth consultations were held across all United Nations medical plans and all United Nations staff enrolled in the United Nations health insurance programme had access to online health-care consultations
• No medevac or first line of defence mechanisms in place	• No medevac or first line of defence mechanisms in place	• Medevac and first line of defence mechanisms were in place with an agreed cost-sharing formula

[a] Number includes teleconsultations outside online platforms.

Planned results for 2022

29A.102   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: new internal controls framework supporting the enhanced delegation of authority framework[8]

Programme performance in 2020

29A.103   The component continued its work related to the implementation of activities to support the statement of internal control and is on track for the issuance of the first statement for all operations of the Secretariat by mid-2021. The component finalized the documenting of the entity-level controls for the Secretariat as adapted to the integrated framework of the Committee of Sponsoring Organizations of the Treadway Commission, led discussions on the draft self-assessment questionnaire with the Internal Control Advisory Group and incorporated the feedback received from the Advisory Group. Furthermore, the component finalized the draft self-assessment questionnaire and implemented an electronic platform to support the completion of the questionnaire by each entity of the Secretariat.

29A.104   The process underpinning the statement of internal control goes well beyond the finance function. Owing to the change in the business model of the Organization, particularly the enhanced delegation of authority, the orientation has shifted from the reporting objective to support reliable IPSAS-compliant financial statements to fully adapting all three objectives of the Committee of Sponsoring Organizations of the Treadway Commission framework, relating to operations, reporting and compliance. The implementation of a full-scope internal control integrated framework contributes to the efforts to strengthen accountability for results, enable delegation of authority through detailed

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[8] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

organizational unit- and activity-level controls and boost transparency by focusing on internal and external reporting. The efforts will contribute to an ongoing assessment of the internal control environment and promote a culture of self-evaluation to ensure the efficacy and the functioning of internal controls.

29A.105 The above-mentioned work contributed to 100 per cent timely submission of the completed questionnaire that documented self-attestation of compliance by entity heads, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

29A.106 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will further standardize the statement of internal control framework documentation, including self-assessment letters and remediation plans. The expected progress is presented in the performance measure below (see figure 29A.IV).

Figure 29A.IV
Performance measure: timely and well-documented self-attestation of compliance submitted by entity heads
(Percentage)

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: financial management systems integration for better decision-making[9]

Programme performance in 2020

29A.107 The component has made progress in its goal to provide accessible information to Member States and intergovernmental bodies and also to improve transparency and accountability. The component worked jointly with subprogramme 1, component 1, to introduce the new Member States' contributions portal in July 2020, which provided Member States with an improved experience, with new reports and graphical displays of financial information. By the end of 2020, 202 users were registered.

29A.108 Furthermore, the component leveraged the use of the Umoja platform to provide Member States and intergovernmental bodies with information to aid them in the decision-making process. The initiatives provided support to the management reform process.

29A.109 The above-mentioned work contributed to improved transparency and accountability as Member States and intergovernmental bodies had improved access to financial information, which met the planned target reflected in the proposed programme budget for 2021.

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[9] As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).
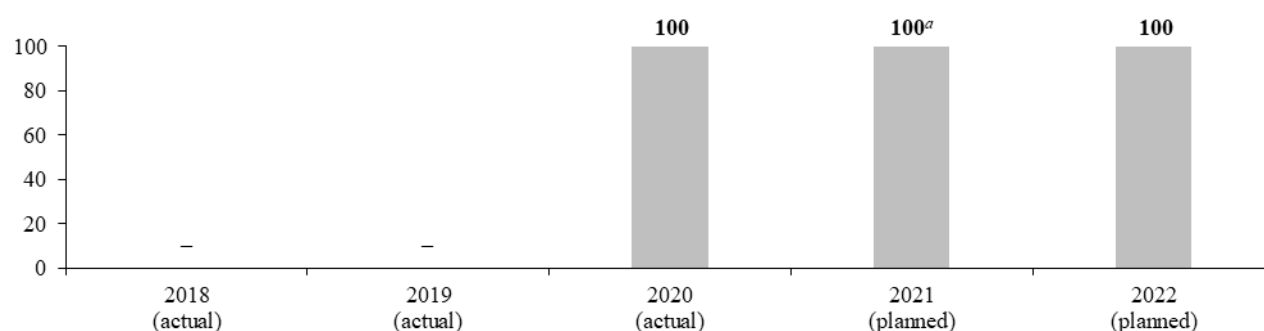
Proposed programme plan for 2022

29A.110   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will further refine and enhance the contributions portal with additional reports and graphs. The component will also contribute to the roll-out of an interactive and user-friendly dashboard with data analytics capabilities. The dashboard will establish linkages between substantive information and financial data at multiple levels, depending on the reporting and management requirements of various stakeholders. Managers may use such a dashboard at a strategic level to articulate their programme delivery to Member States and other stakeholders, or at a granular level to help them better manage their day-to-day operations. Empowerment of managers to plan and manage programme delivery better will go hand-in-hand with enhanced delegation of authority and accountability for results, to support the Secretary-General's management reform. The expected progress is presented in the performance measure below (see table 29A.15).

Table 29A.15
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
–	–	Improved transparency and accountability as Member States and intergovernmental bodies access financial information	Additional applications available on the integrated platform such as troop and police data; management dashboards to facilitate liquidity management	Improved information for management decision-making and external reporting resulting from the global roll-out of the integrated performance dashboard, combining substantive information and resource data, across all funding sources

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: enhanced transparency, comparability and usefulness of financial statements across the United Nations system

Proposed programme plan for 2022

29A.111   The United Nations implemented IPSAS in 2014 to align the Organization with best practice accrual-based accounting and reporting and to improve the consistency and comparability of financial statements based on the requirements of IPSAS.

29A.112   In addition to the accounting standards, the IPSAS Board produces optional guidance material to further improve the information available to users of the financial statements. The Board's recommended practice guideline 2 provides guidance on preparing and presenting the financial statement discussion and analysis that accompanies the IPSAS-compliant financial statements. The purpose of the financial statement discussion and analysis is to support user understanding of the financial position, financial performance and cash flows presented in the financial statements. The financial statement discussion and analysis that complies with recommended practice guideline 2

further contributes to the objectives of transparency, accountability and usefulness for decision-making of IPSAS-compliant financial statements.

29A.113   The adoption by the United Nations of the IPSAS Board's recommended practice guideline 2 is part of a United Nations system-wide effort, coordinated by the Task Force on Accounting Standards of the Finance and Budget Network. Currently, the variations in the format and content of the financial discussion reports among United Nations system entities, especially on risks and uncertainties that have an impact on the financial situation of the entity, make the current financial discussion reports more challenging to compare and difficult for users to understand; the adoption of recommended practice guideline 2 across the United Nations system will go a long way to addressing comparability and usefulness.

29A.114   The component has started the preliminary actions towards the implementation of recommended practice guideline 2, by developing, as part of a working group of the Task Force on Accounting Standards, a comprehensive template to support a harmonized approach to implementation of the guideline.

29A.115   The proposed harmonized approach for the financial statement discussion and analysis that complies with recommended practice guideline 2 will be presented during the 2021 meeting of the Task Force on Accounting Standards.

Lessons learned and planned change

29A.116   The lesson for the component was that while the adoption of IPSAS has increased the Organization's compliance with best practice accounting and reporting, the IPSAS-compliant financial statements have much more information, both in terms of quantity and complexity, for users of the financial statements to digest; thus, the financial discussion report has become increasingly more important to users. The IPSAS Board's recommended practice guideline 2, while not mandatory for IPSAS compliance, allows for the unpacking of the information in the financial statements and presentation of the analysis in a structured manner that has benefits for transparency, usefulness and consistency across the IPSAS-compliant financial reporting of the United Nations system. In applying the lesson, the component will incorporate the IPSAS Board's recommended practice guidelines, in addition to IPSAS, as relevant, as an integral part of the framework that drives IPSAS-compliant reporting for the Secretariat. The component will lead the development of a unified format for the financial statement discussion and analysis across United Nations system entities. This unified format will include harmonized structure, content and terminology, and will capture the following information in the financial statement discussion and analysis: (a) a more in-depth overview of the operations of the United Nations and the environment in which it operates; (b) detailed information about the Organization's objectives and strategies; (c) a more structured analysis of the Organization's financial statements, including significant changes and trends in the Organization's financial position, financial performance and cash flows; and (d) a description of the entity's principal risks and uncertainties that affect its financial position, financial performance and cash flows. The implementation of recommended practice guideline 2 for the United Nations Secretariat will commence with the presentation of the 2021 financial statements. The component will track the progress of implementation across the United Nations system and confirm the benefits for comparability that recommended practice guideline 2 will bring.

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

29A.117   This work is expected to contribute to the objective, as demonstrated by the increased comparability and enhanced consistency of the financial statement discussion and analysis across United Nations system entities (see table 29A.16).

Table 29A.16
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	–	Decision by the Task Force on Accounting Standards to align the financial report with the IPSAS Board's recommended practice guideline 2	Adoption by the Task Force on Accounting Standards of a comprehensive, harmonized approach for the financial statement discussion and analysis that complies with recommended practice guideline 2	Increased comparability and enhanced consistency of the financial statement discussion and analysis across United Nations system entities

Legislative mandates

29A.118   The list below provides all mandates entrusted to the component.

General Assembly resolutions

60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	75/242	Financial reports and audited financial statements, and reports of the Board of Auditors
73/307	Improving the financial situation of the United Nations	75/252	Questions relating to the proposed programme budget for 2021
74/1	Scale of assessments for the apportionment of the expenses of the United Nations: requests under Article 19 of the Charter		

Deliverables

29A.119   Table 29A.17 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 29A.17
Subprogramme 2, component 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)	**12**	**12**	**12**	**12**
1. Annual financial reports to the General Assembly	2	2	2	2
2. Reports on multi-year payment plans and the financial situation of the United Nations to the General Assembly	3	3	3	3
3. Financial statements on United Nations peacekeeping and non-peacekeeping operations to the General Assembly	7	7	7	7

Category and subcategory	*2020 planned*	*2020 actual*	*2021 planned*	*2022 planned*
Substantive services for meetings (number of three-hour meetings)	**22**	**22**	**22**	**22**
4. Meetings of the Fifth Committee of the General Assembly	18	18	18	18
5. Meetings of the Investment Committee	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	**20**	**5**	**31**	**20**
6. Meetings of the Committee on Contributions	20	5	31	20
B. Generation and transfer of knowledge				
Seminars, workshops, fellowships and training events (number of days)	**–**	**9**	**–**	**24**
7. Medical insurance plan training events, information sessions and workshops	–	9	–	24
Technical materials (number of materials)	**777**	**777**	**776**	**776**
8. Monthly reports on the status of contributions	12	12	12	12
9. Documents on the assessment of the contributions of Member States to the United Nations	15	15	14	14
10. Donor financial reports	750	750	750	750

C. Substantive deliverables

Consultation, advice and advocacy: advice to approximately 40 donors on voluntary contribution financial agreements; ad hoc information on the scale of assessments, peacekeeping financing and the status of contributions.

E. Enabling deliverables

Administration: three technical documents relating to the statement of internal control; consultations with the Internal Control Advisory Group on the statement of internal control framework; advice to departments/offices on the application of the Financial Regulations and Rules of the United Nations, accounting and financial matters and related systems; advice on sustaining IPSAS compliance to the United Nations finance community in peacekeeping and non-peacekeeping missions; assessment calculations for contributions of Member States for the regular budget, peacekeeping operations and the international tribunals, and calculations for credits for peacekeeping operations; advocacy on internal controls; advice to Member States and United Nations offices on the management of extrabudgetary resources; development of accounting policies and associated corporate guidance, practices and procedures; five workshops on financial matters for chief finance officers and 68 chief administrative officers; update of Umoja finance process documents; servicing of the financial helpdesk for the Umoja enterprise resource planning system; processing of approximately 18,000 United Nations Development Programme service clearing accounts; provision of financial management support to the Development Coordination Office and the United Nations Office for Partnerships; building of International Aid Transparency Initiative and CEB reporting frameworks for reporting entities for consistent reporting to stakeholders; reporting of cases of fraud and presumptive fraud to the Board of Auditors twice a year; provision and management of life, health, property and liability insurance activities; administration of 275 bank accounts worldwide, including maintenance of bank account signatory panels; establishment of the banking arrangements; processing of payments for the house bank accounts managed by United Nations Headquarters; recording of incoming funds; assessment and support of 65 global cashiers and 15 regional cashiers; management of cash requirements in different currencies; update and maintenance of banking details of vendors, staff and Member States; management of pooled investments; establishment of monthly United Nations operational rates of exchange for 222 currencies; development and servicing of Umoja finance processes; update and maintenance of financial applications; update and maintenance of SWIFT and global payment data and Umoja master data; substantive support to departments on business analysis; review of 2,900 user access provisioning requests for finance roles in Umoja, ensuring delegation of authority is obtained for the roles; processing and execution of payments; negotiation and administration of insurance policies; processing of approximately 600 investment settlements; execution of approximately 3,800 foreign exchange transactions.

Component 2
Field operations finance

Objective

29A.120   The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the field and other Secretariat entities contribute and on the resources required for the work of those entities in line with their mandates, and to ensure the effective and efficient management of resources.

Strategy

29A.121   To contribute to the objective, the component will provide strategic guidance on budgeting and financial stewardship and develop policies, methodologies and tools in that regard. It will provide strategic guidance on financial management and financing issues, especially on cross-cutting initiatives affecting field operations, including guidance on formulating human resources requirements, corporate initiatives, financial strength and liquidity and strengthening of internal controls, and timely, high-quality, simplified and action-oriented responses to managers in the field. The component will also monitor the liquidity of individual special accounts and oversee cash-flow and operating reserves for field operations.

29A.122   The component will provide strategic guidance on global property management and real estate services, including oversight of major construction projects and long-term capital planning, as reflected in the strategic capital review. Furthermore, the component will provide expert advice and guidance on property management and review financial data for accurate recording and for compliance with IPSAS and the established property management performance framework for field and other Secretariat entities. The component will also ensure central supervision of projects, including by incorporating risk management principles and lessons learned to decision-making.

29A.123   The above-mentioned work is expected to result in client entities effectively and efficiently managing their resources within the levels approved through improved accuracy in forecasts and proposals.

Programme performance in 2020

29A.124   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Improved services to special political missions to meet their resourcing needs

29A.125   In order to enhance its role, assumed in 2019, as the Headquarters entry point for all special political missions for their financing needs, the component took active measures in 2020 to further improve its service to 40 special political missions and to assist them in mitigating liquidity challenges through the provision of clear and timely guidance and by increasing the predictability of allotments.

29A.126   The component, throughout 2020, closely monitored the latest financial situation and ensured that missions were updated periodically, provided clear guidance and assistance to the missions in devising their spending plan and worked closely with missions to prioritize their expenses to cater to special circumstances. Furthermore, the component ensured that sufficient funding was reserved to cover staffing costs and non-discretionary costs at all times, and to safeguard the interests of the Organization and the safety and security of staff.

Progress towards the attainment of the objective, and performance measure

29A.127   The above-mentioned work contributed to the objective, as demonstrated by the increased ability of special political missions to mitigate liquidity challenges and ensure funding for staffing costs, safety and security and non-discretionary costs through the effective prioritization of expenses (see table 29A.18).

Table 29A.18
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Special political missions engage in the budget preparation and execution	Special political missions directly engage in all aspects of the budget preparation and execution	Increased ability of special political missions to mitigate liquidity challenges and ensure funding for staffing costs, safety and security and non-discretionary costs through the effective prioritization of expenses

Impact of COVID-19 on component delivery

29A.128   Owing to the impact of COVID-19 during 2020, the planned surge to increase the technical knowledge of missions related to budget preparation and Umoja tools remained limited owing to the cancellation of trips to the field. These trips were also intended to increase the collaboration between Headquarters and missions during the budget proposal process and hence to improve the quality of the budgets and budget performance reports. In addition, owing to the impact of COVID-19 during 2020, the actual number of meetings of the Fifth Committee of the General Assembly and the Advisory Committee on Administrative and Budgetary Questions was lower than planned for 2020.

29A.129   At the same time, however, the component identified new activities to support its clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives, namely organizing a series of online meetings with peacekeeping missions to support their budget preparation process by providing special strategic guidance on budgeting and financial stewardship during the pandemic. This included guidance on how to report on the impact of COVID-19 on mandate and budget implementation, and on how to articulate the changes in planning assumptions, strategies and expected results, and indicators of achievement and outputs based on the effects of COVID-19 and lessons learned. The component also provided special strategic guidance on the financial closure of accounts during COVID-19.

Planned results for 2022

29A.130   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: independent risk management for global United Nations capital construction projects[10]

Programme performance in 2020

29A.131   The component provided independent risk management services to entities implementing global capital construction projects. The component also provided project owners with an independent assessment of their projects related to budget performance. Furthermore, the component recommended risk mitigation measures.

29A.132   The above-mentioned work contributed to budget confidence levels of 43 per cent for the Economic Commission for Africa (ECA), 27 per cent for the United Nations Office at Nairobi, 20 per cent for the Economic and Social Commission for Asia and the Pacific (ESCAP) and 40 per cent for the Economic Commission for Latin America and the Caribbean (ECLAC), which did not meet the planned target of 90 per cent for ECA, 75 per cent for the United Nations Office at Nairobi, 60 per cent for ESCAP and 80 per cent for ECLAC reflected in the proposed programme budget for 2020. This was due primarily to the onset of the COVID-19 pandemic, which caused major delays in the

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[10] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

implementation of the projects owing to travel and site access restrictions and disruptions to labour markets and supply chains.

Proposed programme plan for 2022

29A.133   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the component's work will evolve to provide additional technical guidance and advice and continue to suggest risk mitigation measures for implementing entities, in order to enable the local project teams to eventually recover from the negative impacts of the COVID-19 pandemic on progress in 2020 and 2021; however, lingering effects are also expected to be experienced into 2022, hence the confidence levels are projected to be slightly lower in 2022 than initially forecasted 2021 levels. The expected progress is presented in the updated performance measure below (see figure 29A.V).

Figure 29A.V
Performance measure: budget confidence levels for ongoing global United Nations construction projects, 2018–2022
(Percentage)
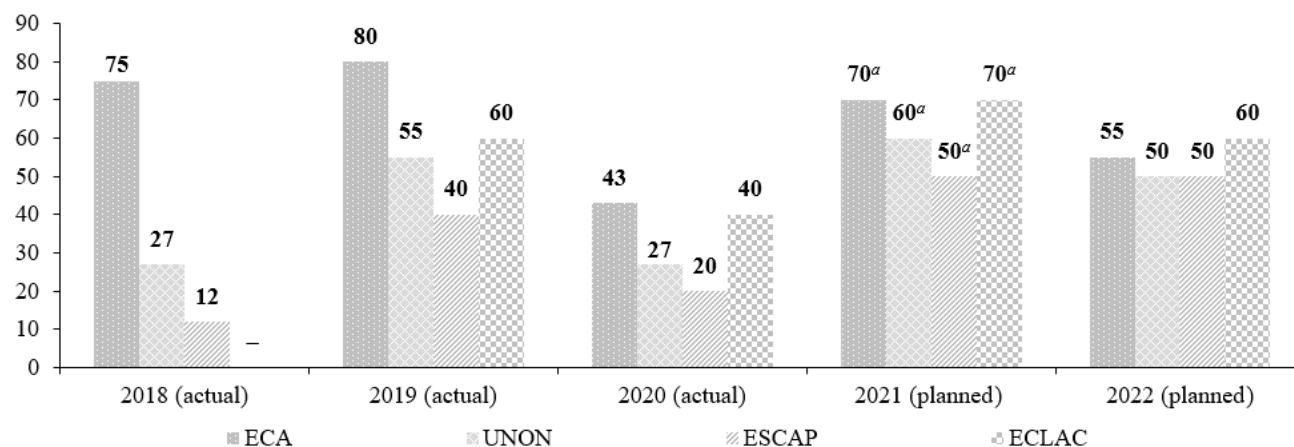
Abbreviations: ECA, Economic Commission for Africa; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; UNON, United Nations Office at Nairobi.
 [a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: enhanced property management performance framework[11]

Programme performance in 2020

29A.134   The component has provided property management performance monitoring services to global United Nations entities by establishing and promulgating a performance framework. The component, through the framework, also provided entities with tools for self-reporting and monitoring their own performance. Furthermore, the component, through the framework, ensured improved stewardship and accountability for property management and reporting.

29A.135   The above-mentioned work contributed to improved stewardship and accountability for property management and reporting through the successful extension of the framework to offices away from Headquarters, regional commissions and tribunals during the reporting period, which met the planned target of strategic guidance on property management performance monitoring and reporting extended to the offices away from Headquarters, regional commissions and tribunals; quarterly self-

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 [11] As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

assessment and performance monitoring regime extended to all entities funded from the regular budget, reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

29A.136   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will review and adjust the property management performance monitoring and reporting framework implemented in all Secretariat entities, taking into consideration the varying property management operational requirements and administrative structures of the entities. The expected progress is presented in the performance measure below (see table 29A.19).

Table 29A.19
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Performance management framework made operational in the special political missions	Business intelligence tools applied to enable self-service and reporting capability for end users in Umoja; quality assurance measures for the preparation of IPSAS financial reports extended to the offices away from Headquarters, regional commissions and tribunals	Improved stewardship and accountability for property management and reporting through the successful extension of the framework to offices away from Headquarters, regional commissions and tribunals during the reporting period	Property management performance monitoring and reporting mainstreamed in the standard business processes of all entities	More efficient use of assets through improved utilization of serialized equipment

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: enhanced data analysis to support resource management in special political missions

Proposed programme plan for 2022

29A.137   The component works closely with special political missions to optimize their management of financial resources, by undertaking periodic monitoring of budget performance of the missions and frequent consultations and communications about the financial situation to support the individual missions' planning and execution of their expenditure plan.

Lessons learned and planned change

29A.138   The lesson for the component was that financial data and analytics, as well as monitoring and analysis of programmatic performance to support the prioritization of expenditures and missions' decision-making on their financial performance and mandate implementation, are often not readily available and require manual collection of information and ad hoc analysis. In applying the lesson and to achieve continued improvement, the component will enhance the support provided to special political missions in managing their financial resources by investing in training and developing staff capacity of the missions in data analysis, monitoring and reporting, as well as leveraging the new modules (on integrated planning, management and reporting) being made available through Umoja Extension 2.

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

29A.139   This work is expected to contribute to the objective, as demonstrated by the increased ability of special political missions to monitor and analyse their programmatic and financial performance (see table 29A.20).

Table 29A.20
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Special political missions analyse their financial performance	Special political missions analyse their financial performance (especially with regard to the liquidity situation)	Special political missions analyse their financial performance (especially to articulate the impact of COVID-19 on mandate implementation)	All special political missions use new Umoja modules for monitoring and analysis of programmatic and financial performance	Increased ability of special political missions to monitor and analyse their programmatic and financial performance

Legislative mandates

29A.140   The list below provides all mandates entrusted to the component.

General Assembly resolutions

47/217	Establishment of a Peacekeeping Reserve Fund	61/256	Strengthening of the capacity of the Organization in peacekeeping operations
49/233 A	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
50/221 B	Support account for peacekeeping operations	70/286	Cross-cutting issues
55/231	Results-based budgeting	75/253 A	Special subjects relating to the proposed programme budget for 2021
59/296; 61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues		

Deliverables

29A.141   Table 29A.21 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 29A.21

Subprogramme 2, component 2: 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)	**46**	**50**	**43**	**41**
1. Reports to the General Assembly on the proposed budget and budget performance of United Nations peacekeeping operations	26	28	23	22
2. Report to the General Assembly on the updated financial position of closed peacekeeping missions	1	1	1	1
3. Reports to the General Assembly on the final disposition of assets and final performance of peacekeeping missions in liquidation	2	3	2	1
4. Reports to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	7	7	7	7
5. Notes to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	4	4	4	4
6. Reports to the General Assembly on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	6	7	6	6
Substantive services for meetings (number of three-hour meetings)	**120**	**52**	**120**	**120**
7. Meetings of the Fifth Committee of the General Assembly	70	32	70	70
8. Meetings of the Advisory Committee on Administrative and Budgetary Questions	50	20	50	50
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**5**	**–**	**5**	**5**
9. Statements to the Security Council and other reports on financial implications of activities other than field operations authorized by the Security Council in its resolutions	5	–	5	5

C. Substantive deliverables

Consultation, advice and advocacy: discussions with all Member States on financial matters with regard to field operations; specific consultations with all troop- and police-contributing countries on liabilities of missions; advice to substantive committees of the General Assembly on potential budgetary implications.

E. Enabling deliverables

Administration: expert advice and guidance on budgeting and financial stewardship for 53 active field operations, as well as two closing field operations; quarterly payments to troop- and police-contributing countries; formulation of resource requirements to support the assessment and planning for new, expanding, transitioning and liquidating field operations; publication of the Property Management Manual and its dissemination to all entities, including resident coordinator offices; strategic guidance on property management performance monitoring and reporting; supplemental instructions for preparation of IPSAS financial reports on property, plant and equipment; training on property management; expert advice and support on Umoja relating to property management; oversight and technical guidance on major capital projects, ongoing maintenance and alteration projects.

Component 3
Programme planning and budgeting

Objective

29A.142   The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans, on the resources required for the work of the Secretariat in line with its mandates and to ensure the effective and efficient management of resources.

Strategy

29A.143   To contribute to the objective, the component will continue to issue strategic guidance for the preparation of the programme budget and engage with Member States from the early stages of the budget preparation process. The component will also finalize and present to the legislative bodies the Secretary-General's annual programme budgets and the budget of the International Residual Mechanism for Criminal Tribunals, the budget performance reports, and other reports on budgetary matters, including statements of programme budget implications and revised programme budget proposals, in accordance with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The component will also provide substantive services on budgetary matters to the Fifth Committee of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions. Furthermore, the component will provide online tools accessible to Member States in order to facilitate deliberations on budgetary matters.

29A.144   The component will provide strategic guidance on budgeting and financial stewardship, including on managing the spending authorities; develop policies, methodologies and tools in that regard; and provide advice on all budgetary matters.

29A.145   The component plans to support clients in the preparation of their annual programme budgets, including through virtual workshops and meetings on budgetary matters.

29A.146   The above-mentioned work is expected to result in:

(a)   Increased transparency and strengthened dialogue between the Secretariat and Member States;

(b)   The prudent use of resources, while maximizing programme delivery.

Programme performance in 2020

29A.147   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Real-time simulations by Member States for better deliberations

29A.148   The component plays a central role in providing, at the request of Member States, budgetary estimates and financial implications based on various planning and costing scenarios provided by Member States during the budget deliberations. The timeliness, accuracy and accessibility of the information are important factors in supporting Member States to make informed and time-sensitive decisions.

29A.149   At the end of 2020, the component invested additional time in the development of a robust cost-matrix file that captured the financial impact of potential decisions of Member States. Through the file, well-structured and comprehensive costing information was provided that included additional dimensions, such as the split between post and non-post resources and the link to recommendations from the Advisory Committee on Administrative and Budgetary Questions. The component, while populating the new file, also stepped up the practice of reaching out and consulting with Member States to ensure accuracy in the interpretation of the intent of the proponents, which reduced the risk of inaccurate costing. Once the file was fully populated and after validating the accuracy of its content, the component shared the new file with Member States and made available a new dynamic report format. The new report enabled Member States to independently run simulations of costing scenarios.

Progress towards the attainment of the objective, and performance measure

29A.150   The above-mentioned work contributed to the objective, as demonstrated by the improved access of Member States to the financial implications of potential decisions, allowing them to run costing scenarios independently and in real time, tailored to their specific needs (see table 29A.22).

Table 29A.22
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Limited access to the financial implications of potential decisions of Member States, which can only request the Secretariat to provide the financial implications of costing scenarios tailored to their specific needs	Limited access to the financial implications of potential decisions of Member States, which can only request the Secretariat to provide the financial implications of costing scenarios tailored to their specific needs	Improved access of Member States to the financial implications of potential decisions, allowing them to run costing scenarios independently and in real time, tailored to their specific needs

Planned results for 2022

29A.151   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: results.un.org – holding the Secretariat accountable for its work and deepening the understanding of its contribution to results[12]

Programme performance in 2020

29A.152   At the end of 2020, the component launched the results.un.org portal, which provides easy access to the hundreds of results contained in the programme budget for 2021. Available in the six official languages, the interactive portal shows the breadth of the work of the United Nations, for example, how the United Nations is helping to reduce inequality, achieve sustainable development, advance adherence to human rights obligations and the rule of law, achieve safer and more peaceful societies and ensure greater access to humanitarian assistance and protection for refugees, while advancing international law.

29A.153   During 2020, the component worked with various Secretariat departments, including the Department for General Assembly and Conference Management and the Office of Information and Communications Technology, to analyse and categorize the diverse results and devise a simple information architecture that enables users to easily access their areas of interest. For example, the information architecture allows the user to filter by specific themes, such as Governments, indigenous peoples, persons with disabilities, women, youth and other minorities and vulnerable groups. In the prototyping phase, the component conducted user research to inform the portal features and supported the design of wireframes and mock-ups of the website. Throughout the construction and pilot launch, the component tested features and refined the categorization and filtering of information for simplicity and enhanced usability. As a result of the testing, users can now filter results by entity, geographic location and category of result, and can use intelligent search capability, providing a seamless and effective way to access the large diversity of results.

29A.154   The above-mentioned work contributed to positive feedback provided by Member States during the demonstration of the new results.un.org portal and recognition by Member States of the involvement of programme managers in the programme planning and budget process, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

29A.155   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will engage further with Member States to identify areas of potential interest and add dimensions in those areas in future enhancements of the portal. The component will also liaise with the Department of Global Communications to

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[12] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

explore opportunities to further disseminate the information through other means. The expected progress is presented in the performance measure below (see table 29A.23).

Table 29A.23
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Feedback on parliamentary documentation and budget process	Feedback on parliamentary documentation and budget process	Positive feedback from Member States on results.un.org, and recognition by Member States of the involvement of programme managers in the programme planning and budget process	Member States benefit from easier access to richer programmatic information	Member States have enhanced access to higher number of results narratives and can more easily find information by filtering results by additional dimensions, such as type of country (e.g., least developed countries) and priorities of the Organization

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: enhanced accessibility of budgetary information through use of an information portal[13]

Programme performance in 2020

29A.156   The component developed, with the assistance of the Umoja team, a financial dashboard providing real-time budgetary information. The dashboard provides Member States with access to enriched and real-time budgetary information that can be tailored to their individual needs. Furthermore, the information has been provided on a more granular level than in the past. For instance, in addition to the overall provisions for travel, Member States will now have access to the itineraries and assumptions underpinning the estimates.

29A.157   The above-mentioned work contributed to meaningful, timely and easy-to-understand budgetary information for Member States through the financial dashboard, which met the planned target of understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions; views expressed by Member States on the format and structure of information to be sought through the new portal, reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

29A.158   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will further enrich and broaden the scope, granularity and usability of the information provided on the basis of the requirements of and feedback from Member States. The expected progress is presented in the performance measure below (see table 29A.24).

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[13] As reflected in the proposed programme budget for 2021 (A/75/6 (Sect.29A)).

Table 29A.24
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions	Understanding by Member States of budget proposals through reports of the Secretary-General, supplementary information and responses to written questions	Access by Member States to meaningful, timely and easy-to-understand budgetary information through the financial dashboard	Understanding by Member States of budget proposals through reports, supplementary information, responses to written questions and instantaneously through the new dashboard; formal feedback from Member States indicating that the instantaneously available information facilitated the intergovernmental process	Real-time access, through the financial portal, to at least five information elements, including monthly expenditure, that would otherwise require written questions by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: improved budgeting in the United Nations through early and direct engagement with Member States

Proposed programme plan for 2022

29A.159   In accordance with the Secretary-General's vision for a more responsive, accountable, results-oriented budgeting process, the component has been presenting annual budget proposals with more engagement from programme managers and Member States in the process. In that regard, the component has been organizing more than 20 workshops each year, engaging between 1,200 and 1,500 programme managers and supporting their formulation of the programmatic aspects of the budget proposals. In addition, the component added new workshops that support departments in the preparation of the post and non-post resource requirements of the budget proposals, which cover, among other aspects, the utilization of new functionalities of Umoja budget formulation systems that facilitate the preparation of budgets.

29A.160   Starting in early 2020, the component institutionalized the direct engagement with Member States in the budget preparation process. This early engagement with Member States, which takes place in February, provides an opportunity for the component to confirm its interpretation of the provisions contained in the resolutions of the General Assembly adopted at the end of the previous year.

29A.161   These adjustments were introduced by the component without prejudice to the sequential nature of the budgetary process, as programme plans continue to be formulated prior to the resource requirements portion of the budget. Despite the capacity challenges associated with the effort required to prepare the early engagement with Member States and the additional workshops, which now also cover the post and non-post resource requirements and the information systems utilized to prepare that portion of the budget, the component continues to prioritize these new initiatives in the budgetary process, as they are believed to enable the preparation of better budget reports and facilitate the deliberations by Member States. Additionally, the initiatives are closely aligned with the some of the intended benefits

of the budget reform, including the more results-oriented culture in the United Nations and increased transparency and accountability of the budget process within the Secretariat.

Lessons learned and planned change

29A.162   The lesson for the component was that the engagement with Member States provides invaluable insight and unique opportunities to enhance budgeting in the United Nations. It provides an opportunity not only to confirm the understanding of the guidance from the General Assembly, but also to introduce refinements to the information to be presented in future budget proposals. In applying the lesson, the component will expand the scope of the early engagement with Member States to ensure a more comprehensive coverage of budgetary aspects. For example, in 2021, the component expanded the scope of the early engagement with Member States and also validated the translation of the provisions in Assembly resolution 75/252 to the budget proposals for 2022, sought feedback on the first financial performance report and explored further enhancements to the recosting presentation. This more extensive coverage went beyond the programmatic segment of the budget proposals, which was the focus of the early engagement in 2020. In 2022, the component will expand the scope further, and intends to promote a discussion on the experience of the Secretariat during the implementation of the annual budget.

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

29A.163   This work is expected to contribute to the objective, as demonstrated by the decision of Member States to confirm the change to an annual budget period and a budget submitted in an enhanced format, achieved as a result of the recommendations of Member States through various resolutions and through the early engagement (see table 29A.25).

Table 29A.25
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	Decision by Member States to improve the budget presentation format for 2021 by reducing the use of photographs, incorporating the list of mandates and deliverables into the official published document, adding strategy at the subprogramme level, providing more years of performance measures and presenting consolidated financial information at the section level	Decision by Member States to improve the budget presentation format for 2022 by adding more results narratives, improving the structure and consistency of strategies and providing additional information on posts and positions, preliminary estimates for major construction projects and consolidated information on information and communications technology spending	Decision by Member States on no more than five improvements to the budget presentation and format for 2023	Decision by Member States to confirm the change to an annual budget period and a budget submitted in an enhanced format based on guidance by Member States

Legislative mandates

29A.164   The list below provides all mandates entrusted to the component.

General Assembly resolutions

2617 (XXIV)	Study of the nature of the increases in the level of expenditure in the United Nations regular budget	42/211	Implementation of General Assembly resolution 41/213
		55/231	Results-based budgeting
41/213; 60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	75/243	Programme planning
		75/252	Questions relating to the proposed programme budget for 2021

Deliverables

29A.165   Table 29A.26 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 29A.26
Subprogramme 2, component 3: 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)	**71**	**83**	**81**	**83**
1. Reports to the General Assembly on the proposed programme budget, including programme plan and performance information	47	47	48	50
2. Reports to the General Assembly on the proposed budget, revised estimates and performance information for the International Residual Mechanism for Criminal Tribunals	3	2	3	3
3. Reports to the General Assembly on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council and the Human Rights Council	2	4	2	2
4. Statements to the General Assembly on the programme budget implications of draft resolutions	8	9	8	8
5. Ad hoc reports and conference room papers to the General Assembly on financial and budgetary matters	11	21	20	20
Substantive services for meetings (number of three-hour meetings)	**120**	**133**	**176**	**176**
6. Meetings of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	67	97	97	97
7. Hearings of the Advisory Committee on Administrative and Budgetary Questions	53	36	79	79
B. Generation and transfer of knowledge				
Technical materials (number of materials)	**109**	**144**	**99**	**110**
8. Oral statements of programme budget implications arising from draft resolutions	93	131	93	100
9. Letters to the Advisory Committee on Administrative and Budgetary Questions on extrabudgetary posts or positions at the level of D-1 and higher	16	13	6	10
C. Substantive deliverables				
Consultation, advice and advocacy: briefings for Member States on programme planning and budgetary matters; advice on the potential budgetary implications of approximately 500 draft resolutions of the Main Committees of the General Assembly.				
E. Enabling deliverables				
Administration: expert advice and guidance on budgetary issues and policies relating to programme planning and budgeting for 28 programmes and 41 budget sections.				

Subprogramme 3
Human resources

Component 1
Global strategy and policy

Objective

29A.166   The objective, to which this component contributes, is to ensure a decentralized, agile, field-focused management paradigm, for the effective and transparent management of human resources and a high-performing, diverse and engaged workforce.

Strategy

29A.167   To contribute to the objective, the component will promote an agile, geographically diverse, inclusive and gender-balanced workforce that represents the diverse peoples of the world and enhances the Organization's ability to perform, and will simplify and streamline management policies that will underpin a modern management framework to enable the effective delivery of mandates. The component will also provide efficient human resources services supported by an enabling policy framework to fulfil clients' mandates, where team, individual and organizational performance are aligned and human resources risks are transparently and effectively managed, as characterized by an accountable Organization. The component will remain committed to fostering innovation as a means of improving programmatic delivery of human resources in support of cultural change across the Organization. It will establish strategic policy imperatives anchored on guidance and feedback from entities, particularly from the field. The component will continue to provide authoritative policy interpretation to ensure consistency, fairness and the equitable treatment of staff in the global Secretariat and oversee the setting of salaries and benefits for locally recruited staff members by applying International Civil Service Commission (ICSC) methodologies. The component will actively engage with management on all aspects of relations between staff and management and work with other organizations of the United Nations common system of salaries and allowances to advance the work of the High-level Committee on Management and the Human Resources Network of CEB, and through ICSC, including by leading the implementation of the United Nations workplace mental health and well-being strategy across the United Nations system.

29A.168   For greater integration and collaboration and to improve efficiency and reduce costs, the component will advance efforts towards mutual recognition over time, which calls for entities within the United Nations common system to operate according to the principle of mutual recognition of best practices in terms of policies and procedures.

29A.169   The component will continue to lead the efforts to enhance harmonization and improve efficiency in the United Nations system. A flagship initiative, known as "OneHR", will be relaunched in 2022 and will provide United Nations system organizations with job classification and/or reference verification services. Other services rationalizing service delivery will also be offered to the common system organizations.

29A.170   The component will continue to improve talent management in the Organization and, in particular, work towards implementing a new approach to mobility, adopting new values and behaviours in talent management, ensuring the universality of candidate assessment methods and strengthening the performance management framework. Additionally, the component will ensure that future workforce needs are based on entities' strategic direction, assuring that strategic workforce planning remains aligned to the evolving priorities of entities and influences future workforce analysis to inform talent management actions, such as the upskilling of staff or the creation of new functions. It also will aim to attract the best talent through strategic outreach, particularly with regard to geographical diversity and gender parity.

29A.171   The above-mentioned work is expected to result in:

(a)   The use of human resources policies by managers to exercise their delegated authority effectively and in full compliance with the Organization's legislative mandates and internal policies;

(b)   Talent acquisition focusing on current workforce gaps and future needs, and enhancement of existing talent through learning and development, mobility and effective performance management;

(c)   A diverse workforce that reflects the peoples the Organization serves.

Programme performance in 2020

29A.172   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Increased cross-functional and cross-level pairing in global mentorship programme

29A.173   Mentoring programmes are a career enrichment opportunity and are proven to improve the motivation and productivity of the workforce. To nurture an environment that promotes open-mindedness and contributes towards professional satisfaction among staff, the Office of Human Resources, in partnership with ESCAP, delivered mentoring programmes to staff working remotely across three time zones. Built on the foundational elements of mentoring and seeking to break through some of the cultural barriers in the United Nations, the joint project enabled a flexible pairing system in which mentees could be paired with mentors of different levels. Supported by software with an algorithm that proposes mentor-mentee pairings, the subprogramme saved significant time and resources while offering a widely available opportunity for thousands of staff globally. The algorithm included input from mentees in the pairing process, which involved a mix of automation and human choice. Most importantly, it enabled all levels and types of staff to participate. The programme opened opportunities to expand beyond Secretariat entities and connected mentees and mentors from across common system organizations. Through this approach, the component facilitated a richer experience and chipped away at assumptions made about job levels and what they mean.

Progress towards the attainment of the objective, and performance measure

29A.174   The above-mentioned project contributed to the objective, as demonstrated by 650 pairings across 118 countries and 82 duty stations in 2020 (see figure 29A.VI). Through these programmes, the component promoted empowerment among the staff as mentors shared knowledge, experience and career advice, demonstrating openness and goodwill. It is expected that strengthening mentoring relationships across the job levels will further nurture an environment that promotes open-mindedness and contributes towards professional satisfaction among staff.

Figure 29A.VI
Performance measure: number of mentor-mentee pairings in the mentoring programme
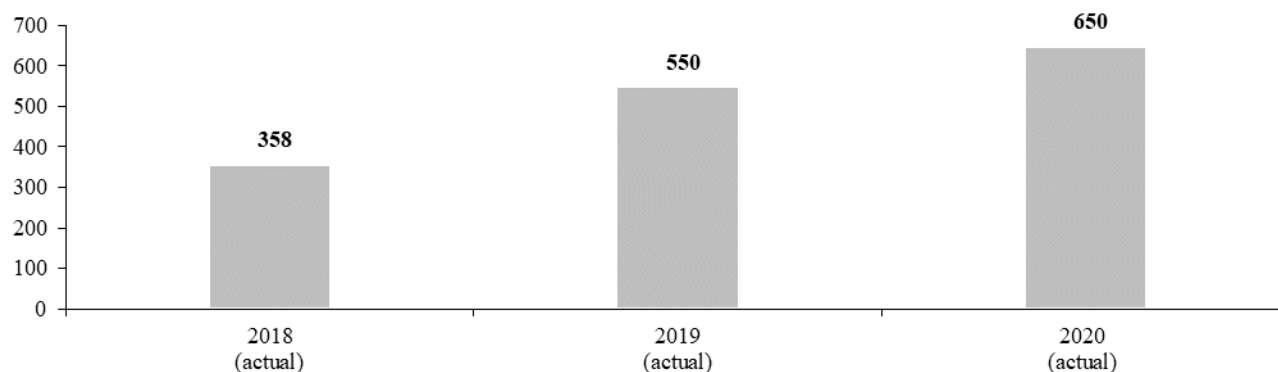
Impact of COVID-19 on component delivery

29A.175   Owing to the impact of COVID-19 during 2020, the component's work on policy simplification, for example, the review and revision of administrative issuances, was significantly diverted to support the needs of entities, provide policy advice and develop COVID-19 guidance, which required extensive coordination among the United Nations common system. It significantly slowed down the ongoing and strategic policy development work.

29A.176   Owing to travel restrictions, several ICSC meetings were cancelled, including one plenary session and some working group sessions, including of the working groups on the local salary survey methodology and parental leave. In-person staff-management meetings for both the global Staff-Management Committee and the Joint Negotiation Committee for the Field were also cancelled.

29A.177   At the same time, however, the component identified new activities to support its clients on issues that emerged during the COVID-19 pandemic with implications going forward. Through the leveraging of technology, the component's outreach activities were converted to virtual engagements, expanding the reach of such activities to audiences from parts of the world otherwise not possible to reach. Simultaneously, the global pandemic accelerated organizational learning, which the component used to design, develop and offer training online. All leadership and management development programmes with a face-to-face component were transformed into remote delivery in 2020, contributing to expanded outreach. Additionally, a key project that is part of the strategic workforce planning framework and constitutes a vital building block for introducing strategic workforce planning was recalibrated for successful online delivery.

Planned results for 2022

29A.178   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: realignment of the human resources policy framework to support the transition to a decentralized, field-focused management paradigm[14]

Programme performance in 2020

29A.179   The component continued its innovative approaches to realigning the human resources policy framework to empower Secretariat entities to effectively and responsibly exercise their delegated authority for human resources management and ensure the delegation of centrally held decision-

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[14] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

making authority closer to the point of service delivery. In doing so, the component aligned its capacities with the most pressing policies, such as the downsizing policy, while also developing a broad range of policy guidance to address the impact of COVID-19 on human resources issues. The component also simplified the process for policy prioritization, development, consultation and approval by providing opportunities for entities to contribute their interests and perspectives to policy development. Furthermore, the component, through engagement with entities, sought feedback and perspectives on policy instruments and their impact on operations, especially in the field.

29A.180 The above-mentioned work contributed to positive feedback from clients throughout the Secretariat that indicated the positive impact of the revised regulatory framework on the effective management of human resources, including in the field, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

29A.181 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will prioritize the development and modernization of policies with the highest impact on the mandate delivery of the Organization. The expected progress is presented in the performance measure below (see table 29A.27).

Table 29A.27
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Clients in Secretariat entities engaged in identifying areas for the simplification and revision of the regulatory framework	Continued simplification and revision of the regulatory framework, including detailed matrix on new delegation of authority; client needs integrated into the revised policies	Feedback from clients throughout the Secretariat indicating the positive impact of the revised regulatory framework on the effective management of human resources, including in the field	Continued simplification and revision of the regulatory framework; client needs integrated into the revised policies; feedback from clients throughout the Secretariat indicating the positive impact of the revised regulatory framework on the effective management of human resources, including in the field	Continued simplification and revision of the regulatory framework; client needs integrated into the revised policies; feedback from clients throughout the Secretariat indicating the positive impact of the revised regulatory framework on the effective management of human resources, including in the field

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: more diverse and inclusive workforce[15]

Programme performance in 2020

29A.182   The component has consistently engaged with Member States, in particular those that are unrepresented or underrepresented and troop- and police-contributing countries, to raise awareness among their nationals about job and career opportunities with the Organization. Working towards the result of a diverse and inclusive workforce, the component launched a diversity toolkit for reassignment and recruitment, which provides actionable measures for hiring managers, human resources practitioners and senior managers, to be implemented during the different phases of filling posts in line with diversity goals, including the goal on geographical diversity. The senior manager's compact establishes key performance indicators for gender and geography for each year and holds senior managers accountable. Member State-specific outreach profiles were created for unrepresented and underrepresented Member States and those contributing troops, consisting of information on the growing sectors and skill sets and useful information on effective communication channels, professional associations in each functional area, universities, popular national and local media outlets and social media channels in each Member State. In the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/75/591 and A/75/591/Add.1), the component, for the first time, provided an additional in-depth analysis of factors having an impact on progress towards improving diversity. In particular, the analysis focused on key challenges and opportunities to achieve the gender parity and the geographical diversity objectives to inform talent management initiatives in those areas.

29A.183   The above-mentioned work contributed to the number of unrepresented and underrepresented Member States remaining at 57, which did not meet the target of 55 reflected in the proposed programme budget for 2021. Owing to liquidity constraints, hiring for regular budget positions was frozen in 2020. Therefore, there was little to no opportunity to improve geographical representation throughout 2020, resulting in overall stability of the number of unrepresented and underrepresented Member States throughout the year.

Proposed programme plan for 2022

29A.184   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will align the global outreach activities to achieve the goals of the Secretariat´s geographical diversity and the United Nations system-wide gender parity strategies, conduct a comprehensive examination of the recruitment methods of the United Nations from a diversity perspective to eliminate any potential unconscious bias or other inclusion issues and continue efforts to expand the availability of qualified female candidates for future vacancies through the use of innovative mechanisms such as pipelines and talent pools. Furthermore, it will deploy a robust methodology for data collection and launch evidence-based measures in support of diversity in the Organization. The efforts undertaken will enhance the mainstreaming of diversity and inclusion in the workforce. The expected progress is presented in the performance measure below (see figure 29A.VII). The aim of the component is to make progress towards attaining gender parity by 2028 and for there to be no unrepresented or underrepresented Member States in the Secretariat by 2030.

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[15] As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

Figure 29A.VII

Performance measure: number of unrepresented and underrepresented Member States and representation of women as a percentage of total staff
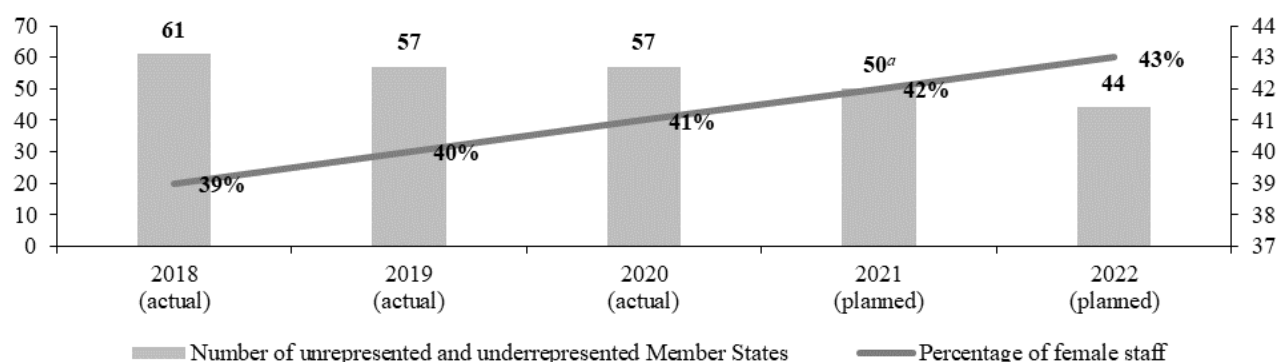
[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: enhanced access to human resources information for Member States

Proposed programme plan for 2022

29A.185   In 2020, in collaboration with other stakeholders, the component initiated an ambitious business transformation project to create a "common data warehouse" for corporate and management data of different functional areas, including human resources. Parts of the Secretariat have already taken advantage of this approach and are working with the corporate enterprise systems to provide enhanced accessibility to Member States' contribution data by creating a new online information portal.

Lessons learned and planned change

29A.186   The lesson for the component was that Member States are expecting timelier and more detailed workforce data than currently available in HR Insight. In applying the lesson, the component will seek to replace and modernize the portal to include enhanced features for Member States. The new portal will incorporate additional information from the current paper-based reports of the Secretary-General on the composition of the Secretariat and on gratis personnel, retired staff and consultants and individual contractors into a front-end web tool as it becomes available in the enterprise resource planning system. The portal will provide a monthly online update of some information that is currently published only on an annual basis and will present the information in a visually more appealing and accessible way.

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

29A.187   This work is expected to contribute to the objective, as demonstrated by Member States having access to Secretariat staff composition data through the enhanced online portal, which takes readings from the new common data warehouse, and the increased timeliness of data availability and increased data transparency, contributing to efficient monitoring of the Secretariat workforce composition by Member States, which will better inform decision-making (see table 29A.28).

Table 29A.28
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Member States have access to Secretariat staff composition data through HR Insight	Member States have access to Secretariat staff composition data through HR Insight	Member States have access to Secretariat staff composition data through HR Insight	• Member States have access to Secretariat staff composition data through HR Insight • Foundation for the new common data warehouse, with human resources information and accessible portal, is built	• Member States have access to Secretariat staff composition data through the enhanced online portal, which takes readings from the new common data warehouse • Increased timeliness of data availability and increased data transparency, contributing to efficient monitoring of the Secretariat workforce composition by Member States, which will better inform decision-making

Legislative mandates

29A.188   The list below provides all mandates entrusted to the component.

General Assembly resolutions

52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations	61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
58/144	Improvement of the status of women in the United Nations system		
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda	63/271	Amendments to the Staff Regulations
		68/265	Mobility framework
		72/254	Human resources management
		74/254	Seconded active-duty military and police personnel
		75/245 A	United Nations common system

Deliverables

29A.189   Table 29A.29 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 29A.29
Subprogramme 3, component 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)	**5**	**6**	**5**	**6**
1. Reports to the General Assembly	5	6	5	6
Substantive services for meetings (number of three-hour meetings)	**133**	**100**	**115**	**119**
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	6	6	7	6
3. Meetings of the Fifth Committee of the General Assembly	35	29	20	35
4. Meetings of the International Civil Service Commission	92	65	88	78

E. Enabling deliverables

Administration:

Strategy and policies: policy documents and tools on human resources policies and procedures, including on conditions of service and the enhanced delegation of authority; expert advice and authoritative guidance to all Secretariat entities on human resources-related rules and policies; salary surveys; provision of classification advice and related appeals.

Talent management: talent management strategies, policies, processes and tools pertaining to diversity, inclusion, mobility and outreach, leveraging innovation, creativity and best practices, including a new diversity toolkit, a full set of 60 profiles of unrepresented and underrepresented Member States to enable targeted outreach and new technology for establishing a diverse talent pool; outreach with a focus on online channels and platforms, including participation in 27 career events organized with academia and other professional networks; servicing of staff management bodies, including the Staff-Management Committee; strategic workforce planning framework and human resources analytics; online and ad hoc reports for Member States on human resources information, including support for more than 180 users in permanent missions.

Organizational learning: organizational learning, performance management and staff development strategies, programmes and tools to build leadership and management capacity, including continuation of the e-management certificate programme for at least 500 staff members with first reporting officer responsibilities; continuation of the United Nations System Executive Management Programme for approximately 235 staff members with second reporting officer functions; management and leadership development programmes, including the United Nations Leaders Programme for approximately 85 D-1 and D-2 staff members; support for the participation of about 40 female staff members in the "Leadership, women and the United Nations " programme; building and strengthening coaching capacity for staff with first reporting officer functions; assessment of the leadership culture in the Secretariat; leadership programmes and senior leadership support programme for Assistant Secretaries-General and Under-Secretaries-General; strategic advice, tools and guidance on organizational development, including diversity and inclusion; development and support for professional and substantive skills development programmes, including six mandated corporate learning programmes, as well as substantive skills programmes; strategies and tools for career enhancement and growth; frameworks, strategies, tools and guidance on performance management, including managerial effectiveness; launch of a new learning management system that will meet the evolving needs for learning and building staff capacity throughout the Secretariat; and conduct of the 2022 learning needs analysis to identify high-priority and emerging staff capacities to deliver on mandates.

Internal justice and oversight: serving as expert witness for testimonies to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal on matters of policy, compensation and conditions of service.

Component 2
Administrative law

Objective

29A.190   The objective, to which this component contributes, is to strengthen accountability in line with the standards of conduct by all categories of personnel.

Strategy

29A.191   To contribute to the objective, the component will develop, deploy and use a global case management system and identify lessons learned, including in relation to critical incidents affecting the well-being and safety of staff, and develop tools and guidance material for senior leaders.

29A.192   The component will also engage in capacity-building, including through the ALD Connect online information-sharing platform, direct outreach to senior managers and the ongoing development of tools and guidance materials to support senior managers in carrying out their responsibilities and exercising their authority.

29A.193   The component will also review disciplinary matters for sanctioning purposes, represent the Secretary-General before the United Nations Dispute Tribunal with regard to appeals against administrative decisions, continue to expand screening for integrity for the Secretariat and continue to review and update policies relating to the conduct of personnel.

29A.194   The above-mentioned work is expected to result in:

(a)   Enhanced oversight across the Secretariat as well as monitoring of matters that affect the reputation of the Organization, and the timely review and handling of misconduct matters;

(b)   Well-informed decision-making by senior managers;

(c)   An enhanced culture of individual accountability.

Programme performance in 2020

29A.195   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Effective adherence to standards of conduct following management reform

29A.196   Following the management reform, conduct and discipline management was consolidated to include all related matters in the work of the component. This was done to ensure an integrated end-to-end approach to managing misconduct. The approach led to strengthened prevention, risk management and awareness-raising, improved outreach to beneficiaries and led to synergies, such as those between field missions and the other Secretariat entities where there is now a holistic approach to conduct and discipline. In addition, lessons from case management gathered in 2020 have informed policy and decision-making.

29A.197   In addition, following the COVID-19 crisis and in the context of management reform, the component served as a catalyst for action in the face of serious incidents. The component supported cross-departmental responses to matters of a critical nature. For both clients and service providers, this resulted in not only consistent guidance provision but also consideration, through feedback, of changes to the applicable administrative framework that further streamlined administrative processes and afforded greater flexibility in handling these context-specific matters more effectively.

Progress towards the attainment of the objective, and performance measure

29A.198   The above-mentioned work contributed to the objective, as demonstrated by a coherent and integrated approach to misconduct management, both within the subprogramme and across other offices and departments of the Secretariat, through close coordination (see table 29A.30).

Table 29A.30
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	A coherent and integrated approach to misconduct management, both within the subprogramme and across other offices and departments of the Secretariat, through close coordination

Impact of COVID-19 on component delivery

29A.199   In response to the pandemic, during 2020, the subprogramme had to adapt its approach to all regular engagements with stakeholders, including critical capacity-building initiatives, to support the implementation of results 1 and 2 below. In order to meet the challenges posed by COVID-19, the component conducted biweekly online meetings with conduct and discipline teams and focal points, including the Victims' Rights Advocate. Those meetings allowed for exchanges on the constraints and challenges as a result of COVID-19; discussions and presentations on substantive issues; and the added benefit of discussions on a range of issues to support the implementation of programmes, which may not have been possible without the regular meetings. Furthermore, to enable access to secure systems such as the Misconduct Tracking System and the victim assistance tracking system, multi-factor authentication was enabled so that a United Nations server or mobile office was not required to access these secure and confidential systems.

Planned results for 2022

29A.200   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: integrated approach to upholding the highest standards of conduct[16]

Programme performance in 2020

29A.201   The component formed the Secretariat network of conduct and discipline focal points, the ALD Connect network, which comprises all Secretariat entities, including 50 entities (departments and offices based in New York, offices away from Headquarters, regional economic and social commissions, tribunals and field operations) that have conduct and discipline focal points and 31 field operations that either have a conduct and discipline team or are covered by a conduct and discipline team. Through the ALD Connect network of conduct and discipline focal points, the component engages directly with the 81 entities, which represent all Secretariat entities across the globe.

29A.202   The component organized over 20 in-person and online capacity-building activities with conduct and discipline focal points from departments and offices based in New York, offices away from Headquarters, regional economic and social commissions, tribunals and field missions on a variety

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[16] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

of conduct and discipline policies and processes. Sessions included the reporting, recording and tracking of misconduct allegations; a series of workshops to help entities to develop their misconduct risk register and workplan; a session dedicated to the development of sexual exploitation and abuse action plans requested by the Secretary-General; and training on the role of conduct and discipline focal points under the Secretary-General's bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2019/8). The sessions involved subject matter experts from across the component and were developed in collaboration with key stakeholders across the Organization, including the Victims' Rights Advocate, the Investigations Division of the Office of Internal Oversight Services and the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse. The sessions serve as an opportunity for colleagues to ask questions and share their experiences and the good practices they have put in place. The ALD Connect intranet platform offers documentary and video resources and allows for dynamic and continuous communication and knowledge exchange.

29A.203 The above-mentioned work contributed to the appointment of conduct and discipline focal points in all Secretariat entities, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

29A.204 The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will build capacity through information sessions, training and workshops on various topics to keep conduct and discipline practitioners and members of the network of conduct and discipline focal points up to date on relevant policies and support their implementation, learning from feedback and requests for information. The expected progress is presented in the performance measure below (see table 29A.31).

Table 29A.31
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	100 per cent of entities designated a conduct and discipline focal point	Following development of the global case management system, the network of conduct and discipline practitioners will be utilizing the system fully to record, monitor and track matters	Strengthened capacity across the Secretariat for integrated tracking and monitoring of misconduct

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: deployment of a Secretariat-wide case management tracking system[17]

Programme performance in 2020

29A.205   Jointly with the Office of Information and Communications Technology, the component has completed the development of the main module of a case management system. The component rolled out the module to users in January 2021.

29A.206   The above-mentioned work contributed to all conduct and discipline focal points across the entire Secretariat having access to the global case management system, which met the planned target reflected in the proposed programme budget for 2021.

Proposed programme plan for 2022

29A.207   The component will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the component will continue to support the roll-out of the case management tracking system, ensuring training and access for identified users. The expected progress is presented in the performance measure below (see table 29A.32).

Table 29A.32
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	Conduct and discipline focal points across the entire Secretariat have access to the global case management system	Following development of the global case management system, the network of conduct and discipline practitioners will be utilizing the system fully to record, monitor and track matters	Increased expertise of end users on the use of reporting dashboards for informed decision-making

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: strengthened individual accountabilities

Proposed programme plan for 2022

29A.208   Over the past few years, the component has put in place the building blocks to realize the broad objectives outlined in the Secretary-General's vision for management reform, namely, to enhance the culture of individual accountability. These include the development of the conduct and discipline function across the global Secretariat, based on the principles of accountability, delegation of authority, informed decision-making, integration and harmonization of standards and practices, including, but not limited to, the ALD Connect network and the global case management system.

Lessons learned and planned change

29A.209   The lesson for the component was that it needed to build on and expand the Misconduct Tracking System previously used by all peacekeeping missions to make a new system available to the ALD Connect network. Through the use of the Misconduct Tracking System, the component had already

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[17] As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

documented lessons for the overall development of the new global case management tracking system. As the Misconduct Tracking System was made available to users and developers to ensure that end users took advantage of the platform, the component received important feedback throughout its deployment on how to improve and refine the global case management tracking system. In applying the lesson, the component will update the categorization of misconduct in the database and add new data fields to the user interface and enhance it to enable harmonized recording, reporting and oversight of the entire allegations handling process. The component plans to roll out a training programme that will incorporate the lessons and experience of users, as well as guidance going forward in the full roll-out. In parallel, the component will analyse lessons learned, identify client needs and capture evolving Organizational mandates. By developing and expanding these tools, the component aims to grow a culture of individual accountability that enables strengthened leadership and individual dedication to promote and respect the United Nations standards of conduct.

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

29A.210   This work is expected to contribute to the objective, as demonstrated by the strengthened capacity of all Secretariat entities to manage misconduct cases, increase reporting capacity and facilitate the identification of trends that strengthen decision-making and policy development (see table 29A.33).

Table 29A.33
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Network of conduct and discipline practitioners limited to peacekeeping operations	Informal knowledge-sharing among conduct and discipline practitioners from all Secretariat entities	Structured knowledge-sharing among conduct and discipline practitioners from all Secretariat entities through ALD Connect	Following development of the global case management system, the network of conduct and discipline practitioners will be utilizing the system fully to record, monitor and track matters	Strengthened capacity of all Secretariat entities to manage misconduct cases, increase reporting capacity and facilitate the identification of trends that strengthen decision-making and policy development

Deliverables

29A.211   Table 29A.34 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 29A.34
Subprogramme 3, component 2: 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	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	**20**	**32**	**20**	**23**
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	5	8	5	5

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
3. Meetings of the Fifth Committee of the General Assembly	7	16	7	10
4. Meetings of the Special Committee on Peacekeeping Operations	2	2	2	2
5. Meetings of the Fourth Committee of the General Assembly	2	1	2	2
6. Meetings of the Sixth Committee of the General Assembly	3	3	3	3
7. Meetings of the Committee for Programme and Coordination	1	2	1	1

C. Substantive deliverables

Consultation, advice and advocacy: provision of best practices and lessons learned on conduct issues to other international organizations (such as the African Union, the North Atlantic Treaty Organization and CEB entities); advocacy with Member States on conduct and discipline issues.

Databases and substantive digital materials: management of public database and website relating to conduct and discipline.

E. Enabling deliverables

Administration: implementation and oversight, including updating, of the Organization's conduct and discipline policies; development and maintenance of the strategic framework for response to critical incidents in order to support business continuity and meet the Organization's duty of care obligations, including staff safety and security; training of the global network of approximately 80 conduct and discipline focal points.

Internal justice and oversight: representation of the Secretary-General before the United Nations Dispute Tribunal in cases challenging administrative decisions, including challenges to disciplinary sanctions (approximately 250 cases); facilitation of informal dispute resolution in partnership with relevant Secretariat entities; advice to all Secretariat entities on conduct and discipline and administration of justice matters; advice to all Secretariat entities on critical incidents; creation of the ALD Connect network; maintenance of databases on conduct issues, victim assistance, administrative appeals and disciplinary matters referred, including integrated data analysis.

Subprogramme 4
Business transformation and accountability

Objective

29A.212   The objective, to which this subprogramme contributes, is to ensure a results-oriented, data-driven, agile Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements.

Strategy

29A.213   To contribute to the objective, the subprogramme will reinforce the Organization's systems of accountability by evaluating overall organizational performance trends; assessing the alignment of roles and responsibilities and monitoring the exercise of delegated authority; monitoring the senior managers' compacts; mainstreaming the use of evaluation as part of the programme planning cycle; and coordinating the Secretariat's interaction with oversight bodies and identifying trends in their recommendations. The subprogramme will carry out capacity-building activities to support all United Nations entities in identifying, assessing, evaluating and controlling risk, using an enterprise risk management approach, and will support the achievement of mandated programmatic results by training all entities in results-based management. The subprogramme will also support the implementation of the data strategy of the Secretariat, enable entities to access management data from Secretariat systems and analytical tools supporting data-driven decision-making, and lead and coordinate the Secretariat's portfolio of business transformation projects, such as with regard to the availability of a comprehensive business intelligence platform.

29A.214   The above-mentioned work is expected to result in:

(a)   A reinforced accountability culture in the Organization in the areas of risk awareness and monitoring performance;

(b)   Greater use of enterprise data in decision-making and programme delivery;

(c)   Teams across the Secretariat strengthening new collaboration practices using online platforms, as specified in more detail under result 3 below.

Programme performance in 2020

29A.215   Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Proactive approach: managers better prepared to mitigate risk

29A.216   The United Nations operates in an environment of growing complexity and uncertainty, which requires managers at all levels to be proactive in identifying and mitigating risks through the maintenance of an up-to-date risk register and the definition of appropriate risk responses. Enterprise risk management supports enhanced accountability and facilitates effective decision-making in the Organization. The subprogramme worked with senior leadership and key stakeholders to finalize the revised Secretariat-wide risk register, which took into account the response to the COVID-19 pandemic. The risk register was approved by the Management Committee in July 2020, which was a critical milestone towards mainstreaming risk management across the Secretariat.

29A.217   The subprogramme also coordinated the establishment of eight functional working groups across the Secretariat, led by corporate risk owners at principal level, to create risk treatment and response plans for the most critical risks affecting the global Secretariat. Furthermore, the subprogramme offered several webinars and virtual conferences for enterprise risk management focal points worldwide – attended by hundreds of participants – to promote a risk-aware culture and to support managers to identify, evaluate and mitigate risks to their operations. Additionally, a new online training module, "Fundamentals of enterprise risk management", was released and taken by hundreds of staff members.

Progress towards the attainment of the objective, and performance measure

29A.218   The above-mentioned work contributed to the objective, as demonstrated by a comprehensive Secretariat-wide risk register being in place and the completion of full risk assessments of 17 Secretariat entities in accordance with the enterprise risk management policies and procedures, contributing to promoting a risk-aware culture and better decision-making in support of mandate delivery (see table 29A.35).

Table 29A.35
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Limited development of risk assessments and preparation of risk registers at entity level in accordance with the enterprise risk management policies and procedures	Revision of the Secretariat-wide risk register to provide strategic guidance on the development of local risk registers at the entity level and development of a network of enterprise risk management focal points to implement risk assessments at the entity level	A comprehensive Secretariat-wide risk register in place, and completion of full risk assessments of 17 Secretariat entities in accordance with the enterprise risk management policies and procedures, contributing to promoting a risk-aware culture and better decision-making in support of mandate delivery

Impact of COVID-19 on component delivery

29A.219　Owing to the impact of COVID-19 during 2020, the subprogramme changed the approach to the delivery of its planned workshops and site visits. Planned in-person workshops and site visits were replaced by a series of shorter virtual briefings in the areas of enterprise risk management, oversight coordination, results-based management, evaluation, data analytics, management dashboard, delegation of authority and senior managers' compacts. Those briefings were either designed for participation from all entities and a wide audience or tailored to a specific group of client entities. A similar approach was followed to provide briefings on the accountability system of the Secretariat, often resulting in the briefings reaching a wider audience than originally expected, but not being able to always lead to deep-dive analysis or advanced training sessions to the extent originally planned.

29A.220　At the same time, however, the subprogramme identified additional deliverables to support clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objectives, namely, the establishment of the enterprise risk management task force to support Secretariat entities on issues related to COVID-19 and the expansion of the Secretariat-wide risk register.

Planned results for 2022

29A.221　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: programme managers using evidence-based systems for improved decision-making and performance[18]

Programme performance in 2020

29A.222　The subprogramme enhanced the online management dashboard launched in 2019, thereby providing managers in all Secretariat entities with greater insight into business data to support evidence-based decision-making and improved performance. The newly introduced section on accountability indicator monitoring provides managers with access to automated quarterly reporting on the 16 key performance indicators of the delegation of authority accountability framework. The subprogramme also continuously made outreach efforts to keep users abreast of updates and of training opportunities.

29A.223　The above-mentioned work contributed to over 700 active users across the Secretariat using the tools and solutions for improved decision-making, which met the planned target reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

29A.224　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 enable the expansion of the features of management and programme performance dashboards, with additional data views where necessary, to help managers with data analysis and decision-making. The expected progress is presented in the performance measure below (see table 29A.36).

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[18] As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29A)).

Table 29A.36
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)[a]	2022 (planned)
Limited stand-alone systems to support decision-making and performance monitoring and reporting	First use of integrated and evidence-based systems to support decision-making and performance monitoring and reporting	Over 700 active users across the Secretariat use the tools and solutions for improved decision-making	Increase in the usage of programme performance dashboards	Further increase in the usage and expansion of the functionalities of programme performance and management dashboards

[a] To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed 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: Business Intelligence takes off[19]

Programme performance in 2020

29A.225   The subprogramme worked with subject matter experts in various functional areas to deliver certified data models through the United Nations business intelligence project in areas such as supply chain management, finance, travel and human resources management. The subprogramme also made relevant updates to the data dictionaries, job aids and support material. Furthermore, the subprogramme has set up a communication platform on SharePoint to keep the user community updated with the project's deliverables, and to receive feedback and assess requirement priorities. The subprogramme successfully delivered over 100 certified data models that enhanced the management dashboard and other reporting mechanisms. The subprogramme also worked towards enabling real-time reporting from transactional enterprise systems such as Umoja and Inspira for designated critical reports, thereby facilitating data access to programme managers.

29A.226   The above-mentioned work contributed to the increase in active users of the integrated management dashboard to 724, which did not meet the planned target of 800 active users reflected in the proposed programme budget for 2021. The subprogramme offered virtual sessions and communicated new enhancements as they deployed, which contributed to a steady increase in the number of active users. However, the lack of in-depth, in-person sessions as well as a delay in the delivery of some enhanced features until late December 2020 had an impact on user responses.

Proposed programme plan for 2022

29A.227   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 develop and release additional certified data models from diversified corporate systems according to the priorities set by the governing board of the United Nations business intelligence project, in compliance with CEB and International Aid Transparency Initiative data standards, to ensure data comparability across United Nations system organizations for greater transparency and support for evidence-based decision-making. The expected progress is presented in the performance measure below (see figure 29A.VIII).

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[19] As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29A)).

Figure 29A.VIII

Performance measure: active users of the integrated management dashboard
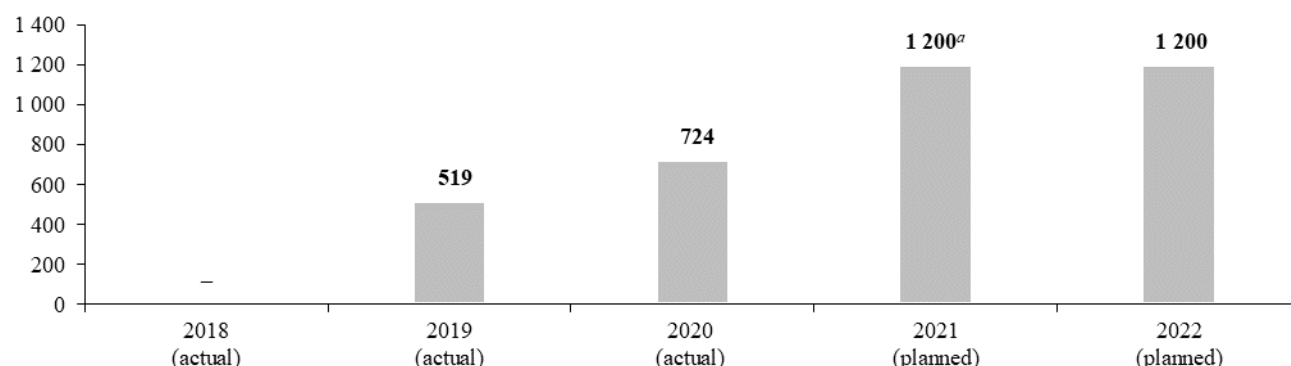
a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: towards organizational transformation and innovation

Proposed programme plan for 2022

29A.228 The COVID-19 pandemic has brought about an increased awareness of the need for the Organization and its staff to be flexible and quickly adapt to any situation. During the pandemic, the Secretariat continued to deliver on its mandates and witnessed the accelerated adoption of innovative business practices. During this time, the subprogramme adopted and supported initiatives to advance and promote collaborative ways of working through a network-based approach and activities carried out under five themes: innovation and risk-taking; fit for the future; working flexibly; collaborative environment; and empowered networks. Through this approach, the subprogramme facilitated a large number of innovation-focused virtual sessions with internal and external guest speakers and experts who shared their knowledge, experience and techniques with United Nations staff at large to help support and promote the uptake of new methodologies. Additionally, the subprogramme joined an alliance of United Nations system-wide networks to launch the "reimagine the UN together challenge", which engaged thousands of staff across the system, created virtual teams and generated over 80 innovation submissions, culminating in a pitching event to senior leaders. The "reimagine" challenge was completed by the launch of the "reimagine dialogue" series to provide an additional channel for innovative discussion and thinking to support onward organizational transformation. Organizational culture advancements and benefits achieved during the COVID-19 pandemic through the acceleration of business innovation approaches can inform and be built upon to further transform the United Nations into a workplace of the future.

Lessons learned and planned change

29A.229 The lesson for the subprogramme was that there is a significant need and appetite for the Organization to advance and increase opportunities for staff to engage in business innovation towards realizing the intentions of management reform and to support transformation of the Organization as a whole. In applying the lesson, the subprogramme will increase focus and efforts on further expanding activities and deliverables that support the onward promotion and adoption of new business practices towards the realization of a transformed and innovative Organization.

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

29A.230 This work is expected to contribute to the objective, as demonstrated by the further increase in and expansion of opportunities for business transformation and innovation activities and networks across the United Nations system (see table 29A.37).

Table 29A.37
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
–	Limited avenues or platforms for business transformation and innovation	More opportunities in business transformation and innovation activities throughout the Secretariat	Increased opportunities in business transformation and innovation activities and networks throughout the Secretariat	Further increase in and expansion of opportunities for business transformation and innovation activities and networks across the United Nations system

Legislative mandates

29A.231   The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244	63/276	Accountability framework, enterprise risk management and internal control framework and results-based management framework
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	64/259	Towards an accountability system in the United Nations Secretariat
		74/271	Progress towards an accountability system in the United Nations Secretariat

Deliverables

29A.232   Table 29A.38 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 29A.38
Subprogramme 4: 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)	**4**	**4**	**3**	**3**
1. Report to the General Assembly on accountability	1	1	1	1
2. Report of the Secretary-General on the implementation of the recommendations of the Board of Auditors	3	3	2	2
Substantive services for meetings (number of three-hour meetings)	**27**	**12**	**26**	**13**
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	13	4	8	5
4. Meetings of the General Assembly	10	4	15	4
5. Meetings of the Independent Audit Advisory Committee	4	4	3	4

Category and subcategory	*2020 planned*	*2020 actual*	*2021 planned*	*2022 planned*

E. Enabling deliverables

Administration: online training on evaluation targeting all entity evaluation focal points; quarterly key performance indicators report covering more than 230 entities with a delegation of authority; senior managers' compacts performance assessment for 65 entity heads; provision of workshops, briefings and guidance to approximately 130 compact focal points; enterprise-wide outreach and advocacy campaigns to raise awareness of change management, business innovation and new ways of working; continuous improvements in analytics and corporate dashboards; network and training opportunities on new ways of working and modern business approaches across the Organization; online, instructor-led and train-the-trainer skills development programme for advanced data analytics and visualization benefiting knowledge workers and staff with analytical roles; in support of the data strategy, provision of guidance on results-based management to entities; workshops with staff members and enterprise risk management focal points; 57 enterprise risk management focal points trained and certified in the advanced enterprise risk management training course in Inspira; one enterprise risk management tool provided to entities.

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

Overview

29A.233   The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 29A.39 to 29A.41.

Table 29A.39
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	*Changes* Technical adjustments	New/ expanded mandates	Other	Total	Percentage	2022 estimate (before recosting)
Post	40 374.8	39 634.4	–	–	(251.8)	(251.8)	(0.6)	39 382.6
Other staff costs	2 243.7	1 779.0	150.0	424.0	105.5	679.5	38.2	2 458.5
Hospitality	–	0.2	–	–	–	–	–	0.2
Consultants	843.5	127.1	–	–	–	–	–	127.1
Travel of staff	81.4	345.0	–	8.3	(6.2)	2.1	0.6	347.1
Contractual services	6 008.2	7 645.2	–	–	91.0	91.0	1.2	7 736.2
General operating expenses	687.3	369.3	–	–	(29.4)	(29.4)	(8.0)	339.9
Supplies and materials	4.0	128.0	–	–	(58.1)	(58.1)	(45.4)	69.9
Furniture and equipment	395.8	122.3	–	–	18.5	18.5	15.1	140.8
Grants and contributions	3 647.7	4 305.9	(3 864.6)	–	3 889.6	25.0	0.6	4 330.9
Other	15.4	–	–	–	–	–	–	–
Total	**54 301.8**	**54 456.4**	**(3 714.6)**	**432.3**	**3 759.1**	**476.8**	**0.9**	**54 933.2**

Table 29A.40
Overall: proposed posts and post changes for 2022[a]
(Number of posts)

	Number	Details
Approved for 2021	272	1 USG, 2 ASG, 7 D-2, 16 D-1, 34 P-5, 46 P-4, 37 P-3, 24 P-2/1, 20 GS (PL), 85 GS (OL)
Abolishment	(1)	1 P-5 under subprogramme 3, component 1
Establishment	3	2 P-2 and 1 P-3 under subprogramme 3, component 1
Reassignment	–	2 GS (OL) under subprogramme 2, component 1
	–	1 P-5, 1 P-3 and 1 GS (OL) under subprogramme 4
Redeployment	–	1 P-4 from subprogramme 2, component 1, to executive direction and management
	–	1 P-3 from executive direction and management to subprogramme 3, component 1
	–	1 P-2 from subprogramme 3, component 1, to executive direction and management
	–	1 P-5 and 1 P-4 from subprogramme 4 to subprogramme 1, component 3 (new)
	(1)	1 GS (OL) from subprogramme 4 to section 29B, Department of Operational Support
Proposed for 2022	273	1 USG, 2 ASG, 7 D-2, 16 D-1, 33 P-5, 46 P-4, 38 P-3, 26 P-2/1, 20 GS (PL), 84 GS (OL)

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

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

Table 29A.41
Overall: proposed posts by category and grade
(Number of posts)

Category and grade	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	2022 proposed
		Changes				
Professional and higher						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	7	–	–	–	–	7
D-1	16	–	–	–	–	16
P-5	34	–	–	(1)	(1)	33
P-4	46	–	–	–	–	46
P-3	37	–	–	1	1	38
P-2/1	24	–	–	2	2	26
Subtotal	**167**	**–**	**–**	**2**	**2**	**169**
General Service and related						
GS (PL)	20	–	–	–	–	20
GS (OL)	85	–	–	(1)	(1)	84
Subtotal	**105**	**–**	**–**	**(1)**	**(1)**	**104**
Total	**272**	**–**	**–**	**1**	**1**	**273**

29A.234   Additional details on the distribution of the proposed resources for 2022 are reflected in tables 29A.42 to 29A.44 and figure 29A.IX.

29A.235   As reflected in tables 29A.42 (1) and 29A.43 (1), the overall resources proposed for 2022 amount to $54,933,200 before recosting, reflecting a net increase of $476,800 (or 0.9 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 29A.42

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	Changes Technical adjustments	New/ expanded mandates	Other	Total	Percentage	2022 estimate (before recosting)
A. Executive direction and management	4 188.1	4 352.1	–	432.3	151.6	583.9	13.4	4 936.0
B. Programme of work								
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services								
Component 1: Enterprise resource planning solution	3 237.4	3 864.6	(3 864.6)	–	4 000.0	135.4	3.5	4 000.0
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 202.7	972.9	–	–	(0.6)	(0.6)	(0.1)	972.3
Component 3 (old): Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	380.0	445.9	–	–	(445.9)	(445.9)	(100.0)	–
Component 4 (old): Management evaluation component for the administration of justice	1 441.1	1 564.0	–	–	(1 564.0)	(1 564.0)	(100.0)	–
Component 3 (new): Management advisory services	–	–	–	–	2 781.5	2 781.5	–	2 781.5
2. Programme planning, finance and budget								
Component 1: Finance	8 051.8	7 163.5	–	–	(200.9)	(200.9)	(2.8)	6 962.6
Component 2: Field operations finance	1 298.7	1 367.7	55.5	–	(4.1)	51.4	3.8	1 419.1
Component 3: Programme planning and budgeting	4 922.8	6 081.2	94.5	–	(3.6)	90.9	1.5	6 172.1
3. Human resources								
Component 1: Global strategy and policy	16 940.4	16 889.7	–	–	(91.9)	(91.9)	(0.5)	16 797.8
Component 2: Administrative law	2 927.6	3 284.5	–	–	111.0	111.0	3.4	3 395.5
4. Business transformation and accountability	8 118.4	6 659.0	–	–	(986.9)	(986.9)	(14.8)	5 672.1
Subtotal, B	**48 520.7**	**48 293.0**	**(3 714.6)**	**–**	**3 594.6**	**(120.0)**	**(0.2)**	**48 173.0**
C. Programme support	1 593.0	1 811.3	–	–	12.9	12.9	0.7	1 824.2
Subtotal, 1	**54 301.8**	**54 456.4**	**(3 714.6)**	**432.3**	**3 759.1**	**476.8**	**0.9**	**54 933.2**

(2) *Other assessed*

Component/subprogramme	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Executive direction and management	2 260.8	1 512.1	(16.1)	(1.1)	1 496.0
B. Programme of work					
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services					
Component 1: Enterprise resource planning solution	19 376.9	13 381.3	2 418.2	18.1	15 799.5
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	347.0	401.7	23.1	5.8	424.8
Component 3 (old): Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	1 555.2	1 326.8	57.5	4.3	1 384.3
Component 4 (old): Management evaluation component for the administration of justice	50.0	176.8	(6.9)	(3.9)	169.9
Component 3 (new): Management advisory services	–	–	–	–	–
2. Programme planning, finance and budget					
Component 1: Finance	20 402.8	21 119.3	480.1	2.3	21 599.4
Component 2: Field operations finance	7 361.4	8 201.9	313.7	3.8	8 515.6
Component 3: Programme planning and budgeting	–	–	–	–	–
3. Human resources					
Component 1: Global strategy and policy	3 172.6	3 157.2	102.4	3.2	3 259.6
Component 2: Administrative law	5 030.2	5 360.4	386.1	7.2	5 746.5
4. Business transformation and accountability	7 448.4	8 485.5	236.1	2.8	8 721.6
Subtotal, B	**65 440.7**	**61 610.9**	**4 010.3**	**6.5**	**65 621.2**
C. Programme support	26.5	113.8	–	–	113.8
Subtotal, 2	**67 728.0**	**63 236.8**	**3 994.2**	**6.3**	**67 231.0**

(3) *Extrabudgetary*

Component/subprogramme	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Executive direction and management	549.1	1 281.6	–	–	1 281.6
B. Programme of work					
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services					
Component 1: Enterprise resource planning solution	4 964.0	5 861.1	272.3	4.6	6 133.4
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	–	–	–	–	–
Component 3 (old): Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	–	–	–	–	–
Component 4 (old): Management evaluation component for the administration of justice	–	–	–	–	–
Component 3 (new): Management advisory services	–	–	–	–	–
2. Programme planning, finance and budget					
Component 1: Finance	20 644.4	20 956.8	–	–	20 956.8
Component 2: Field operations finance	516.8	502.7	–	–	502.7
Component 3: Programme planning and budgeting	468.0	476.6	–	–	476.6
3. Human resources					
Component 1: Global strategy and policy	1 176.3	1 478.7	–	–	1 478.7
Component 2: Administrative law	750.3	2 031.6	(1 001.7)	(49.3)	1 029.9
4. Business transformation and accountability	2 795.8	3 179.2	38.1	1.2	3 217.3
Subtotal, B	**31 315.5**	**34 486.7**	**(691.3)**	**(2.0)**	**33 795.4**
C. Programme support	283.3	291.1	–	–	291.1
Subtotal, 3	**32 147.9**	**36 059.4**	**(691.3)**	**(1.9)**	**35 368.1**
Total	**154 177.7**	**153 752.6**	**3 779.7**	**2.5**	**157 532.3**

Table 29A.43

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

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2021 approved	Technical adjustments	New/ expanded mandates	Other	Total	2022 proposed
			Changes			
A. Executive direction and management	23	–	–	1	1	24
B. Programme of work						
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice						
Component 1: Enterprise resource planning project	–	–	–	–	–	–
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	6	–	–	–	–	6
Component 3 (old): Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	3	–	–	(3)	(3)	–
Component 4 (old): Management evaluation component for the administration of justice	9	–	–	(9)	(9)	–
Component 3 (new): Management advisory services	–	–	–	14	14	14
2. Programme planning, finance and budget						
Component 1: Finance	53	–	–	(1)	(1)	52
Component 2: Field operations finance	7	–	–	–	–	7
Component 3: Programme planning and budgeting	37	–	–	–	–	37
3. Human resources						
Component 1: Global strategy and policy	61	–	–	2	2	63
Component 2: Administrative law	19	–	–	–	–	19
4. Business transformation and accountability	42	–	–	(3)	(3)	39
Subtotal, B	**237**	**–**	**–**	**–**	**–**	**237**
C. Programme support	12	–	–	–	–	12
Subtotal, 1	**272**	**–**	**–**	**1**	**1**	**273**

(2)   *Other assessed*

Component/subprogramme	2021 estimate	Change	2022 estimate
A. Executive direction and management	3	–	3
B. Programme of work			
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice			
Component 1: Enterprise resource planning solution	–	–	–
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	2	–	2
Component 3 (old): Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	6	–	6
Component 4 (old): Management evaluation component for the administration of justice	–	–	–
Component 3 (new): Management advisory services	–	–	–
2. Programme planning, finance and budget			
Component 1: Finance	53	–	53
Component 2: Field operations finance	44	1	45
Component 3: Programme planning and budgeting	–	–	–
3. Human resources			
Component 1: Global strategy and policy	13	–	13
Component 2: Administrative law	26	1	27
4. Business transformation and accountability	48	1	49
Subtotal, B	**192**	**3**	**195**
C. Programme support	–	–	–
Subtotal, 2	**195**	**3**	**198**

(3)   *Extrabudgetary*

Component/subprogramme	2021 estimate	Change	2022 estimate
A. Executive direction and management	4	–	4
B. Programme of work			
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, management services, and management evaluation component of the administration of justice			
Component 1: Enterprise resource planning solution	–	–	–
Component 2: Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	–	–	–
Component 3 (old): Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board	–	–	–

Component/subprogramme	2021 estimate		Change	2022 estimate
Component 4 (old): Management evaluation component for the administration of justice	–		–	–
Component 3 (new): Management advisory services	–		–	–
2. Programme planning, finance and budget				
Component 1: Finance	80		–	80
Component 2: Field operations finance	2		–	2
Component 3: Programme planning and budgeting	1		–	1
3. Human resources				
Component 1: Global strategy and policy	8		–	8
Component 2: Administrative law	3		–	3
4. Business transformation and accountability	16		–	16
Subtotal, B	**110**		**–**	**110**
C. Programme support	**1**		**–**	**1**
Subtotal, 3	**115**		**–**	**115**
Total	**582**		**4**	**586**

Table 29A.44
Overall: 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	40 374.8	39 634.4	–	–	(251.8)	(251.8)	(0.6)	39 382.6
Non-post	13 927.0	14 822.0	(3 714.6)	432.3	4 010.9	728.6	4.9	15 550.6
Total	**54 301.8**	**54 456.4**	**(3 714.6)**	**432.3**	**3 759.1**	**476.8**	**0.9**	**54 933.2**
Post resources by category								
Professional and higher		167	–	–	2	2	1.2	169
General Service and related		105	–	–	(1)	(1)	(1.0)	104
Total		**272**	**–**	**–**	**1**	**1**	**0.4**	**273**

Figure 29A.IX
Distribution of proposed resources for 2022 (before recosting)
(Number of posts/thousands of United States dollars)

Distribution of posts — 273 posts	
USG	1
ASG	2
D-2	7
D-1	16
P-5	33
P-4	46
P-3	38
P-2/1	26
GS (PL)	20
GS (OL)	84

Distribution of financial resources $54 933.2

Post 39 382.6 — Non-post 15 550.6

Distribution of non-post financial resources — $15 550.6	
2 458.5	Other staff costs
0.2	Hospitality
127.1	Consultants
347.1	Travel of staff
7 736.2	Contractual services
339.9	General operating expenses
69.9	Supplies and materials
140.8	Furniture and equipment
4 330.9	Grants and contributions
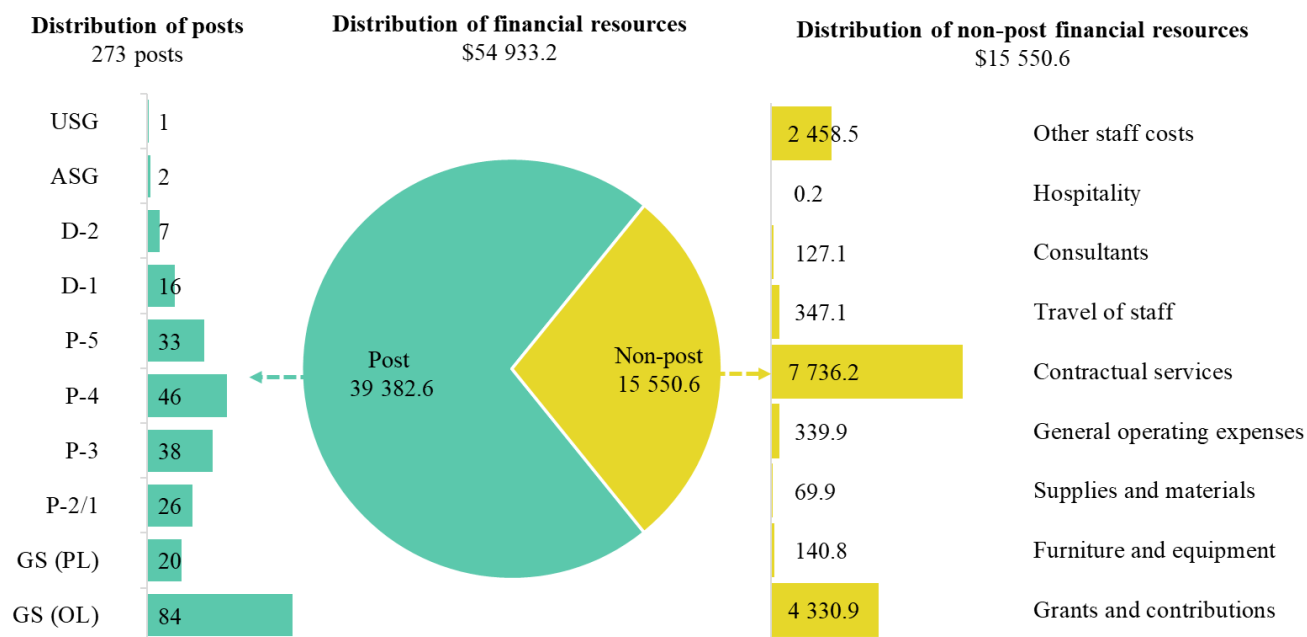
Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29A.236   As reflected in table 29A.42 (1), resource changes reflect a net decrease of $3,714,600, as follows:

(a)   **Subprogramme 1, component 1**, **Enterprise resource planning solution**. The decrease of $3,864,600 under grants and contributions relates to the removal of the non-recurrent requirement pertaining to the 2021 regular budget share of the enterprise resource planning solution;

(b)   **Subprogramme 2, component 2**, **Field operations finance**. The increase of $55,500 under other staff costs relates to the delayed impact of one temporary position of Associate Finance and Budget Officer (P-2), approved pursuant to General Assembly resolution 75/252, which was subject to a 50 per cent vacancy rate in accordance with the established practice for new positions;

(c)   **Subprogramme 2, component 3**, **Programme planning and budgeting**. The increase of $94,500 under other staff costs relates to the delayed impact of one temporary position of Associate Finance and Budget Officer (P-2) and one temporary position of Senior Budget Assistant (General Service (Principal level)), approved pursuant to General Assembly resolution 75/252, which were subject to a 50 per cent vacancy rate in accordance with the established practice for new positions.

New and expanded mandates

29A.237   As reflected in table 29A.42 (1), resource changes reflect an increase of $432,300 in executive direction and management under other staff costs ($424,000) and travel of staff ($8,300) and relate to additional non-recurrent requirements for 2022, relating to resolutions and decisions adopted by the General Assembly at its seventy-fifth session, specifically the jurisdictional review to be undertaken pursuant to Assembly resolution 75/245 B.

Other changes

29A.238   As reflected in table 29A.42 (1), resource changes reflect a net increase of $3,759,100, as follows:

(a)   **Executive direction and management**. The net increase of $151,600 reflects:

(i)   The net increase of $157,900 under posts, relating to the inward redeployment of one post of Financial Management Officer (P-4) from subprogramme 2, component 1, and one post of Associate Management and Programme Analyst (P-2) from subprogramme 3, component 1, offset in part by the outward redeployment of one post of Human Resources Officer (P-3) to subprogramme 3, component 1, to align post functions with the organizational structure;

(ii)   Reduced requirements under supplies and materials ($6,200), relating to the continuation of working methods learned by adapting to the operational realities imposed by the COVID-19 pandemic in 2020, including a decreased use of office supplies as a result of increased use of working-from-home arrangements in line with existing policies, and travel of staff ($100);

(b)   **Subprogramme 1, component 1, Enterprise resource planning solution**. The increase of $4,000,000 under grants and contributions relates to the addition of the non-recurrent requirement pertaining to the 2022 regular budget share of the enterprise resource planning solution. The estimated non-regular budget share of the solution for 2022 amounts to $26,666,700, comprising other assessed resources of $16,533,300, to be requested in the budget for the support account for peacekeeping operations for the period from 1 July 2022 to 30 June 2023, and extrabudgetary resources of $6,133,400, as reflected in table 29A.42 (3). Detailed information on the overall resource requirements for 2022 will be provided in the final report on the project phase and stabilization period of Umoja for consideration by the General Assembly during the main part of its seventy-sixth session;

(c)   **Subprogramme 1, component 2, Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination**. The decrease of $600 under supplies and materials relates to the continuation of working methods learned by adapting to the operational realities imposed by the COVID-19 pandemic in 2020, including decreased use of office supplies as a result of increased use of working-from-home arrangements in line with existing policies;

(d)   **Subprogramme 1, component 3 (old), Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board**. The decrease of $445,900 relates to the redeployment of $430,900 under posts, $1,700 under other staff costs, $7,300 under contractual services, $3,900 under general operating expenses, $1,300 under supplies and materials and $800 under furniture and equipment, relating to the merging of this component into the newly created subprogramme 1, component 3, as described in paragraph 29A.6;

(e)   **Subprogramme 1, component 4 (old), Management evaluation component for the administration of justice**. The decrease of $1,564,000 relates to the redeployment of $1,203,300 under posts, $311,200 under other staff costs, $26,700 under contractual services, $14,600 under general operating expenses, $5,000 under supplies and materials and $3,200 under furniture and equipment, relating to the merging of this component into the newly created subprogramme 1, component 3, as described in paragraph 29A.6;

(f) **Subprogramme 1, component 3 (new), Management advisory services**. The requirements in the amount of $2,781,500 relate to:

  (i) A total of $1,976,500 under posts, $727,200 under other staff costs, $18,900 under consultants and experts, $8,600 under travel of staff, $15,300 under contractual services, $23,300 under general operating expenses, $7,600 under supplies and materials and $5,500 under furniture and equipment, relating to the resource-neutral merging of the old subprogramme 1, component 3, and the old subprogramme 1, component 4, into new subprogramme 1, component 3, and the resource-neutral redeployment of resources from subprogramme 4 to establish the new Sustainability and Resilience Management Unit, which is proposed to be included under new subprogramme 1, component 3, as described in paragraph 29A.6 and annex III;

  (ii) A decrease of $1,400 under supplies and materials, relating to the continuation of working methods learned by adapting to the operational realities imposed by the COVID-19 pandemic in 2020, including decreased use of office supplies as a result of increased use of working-from-home arrangements in line with existing policies;

(g) **Subprogramme 2, component 1, Finance**. The net decrease of $200,900 relates to:

  (i) A decrease of $254,300 under posts, relating to the outward redeployment of one post of Financial Management Officer (P-4) to executive direction and management ($189,500) to align post functions with the functional requirements of the Office of the Controller, and the reassignment of one post of Administrative Assistant (General Service (Other level)) and one post of Team Assistant (General Service (Other level)) as Finance and Budget Assistant (General Service (Other level)) to align post titles with post functions. The provisions for the reassigned posts are made subject to a 50 per cent vacancy rate in accordance with the established practice for reassigned posts ($64,800);

  (ii) A decrease of $4,000 under travel of staff owing to a reduction in the number of staff participants in meetings and to changes in destination of travel;

  (iii) A decrease of $226,800 under grants and contributions, offset by the corresponding increase of $226,800 under contractual services, associated with the regular budget's share for 2022 of the finance master data maintenance team;

  (iv) An increase of $57,400 under grants and contributions, relating to the estimated 2022 regular budget share of the business support resources in this component, as proposed in the context of the twelfth and final progress report of the Secretary-General on the enterprise resource planning project (A/75/386, table 8), which were approved for 2021 by the General Assembly in its resolution 75/253 A. Details on resource requirements and the proposed financing of these business support functions, with justifications, will be provided in the final report of the Secretary-General on the project phase and stabilization period of Umoja for consideration by the Assembly during the main part of its seventy-sixth session, as recommended in the fifteenth report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for 2021 (A/75/7/Add.14, para. 31) and endorsed by the Assembly in resolution 75/253 A;

(h) **Subprogramme 2, component 2, Field operations finance**. The decrease of $4,100 under contractual services is based on historical expenditure trends;

(i) **Subprogramme 2, component 3, Programme planning and budgeting**. The decrease of $3,600 relates to the removal of provisions for travel of staff ($2,100) and a decrease of $1,500 under supplies and materials, associated with the maintenance of working methods learned by adapting to the operational realities imposed by the COVID-19 pandemic in 2020, including the conduct of virtual meetings and workshops in lieu of in-person ones requiring travel, as well as decreased use of office supplies as a result of increased use of working-from-home arrangements in line with existing policies;

(j)   **Subprogramme 3, component 1, Global strategy and policy**. The net decrease of $91,900 relates to:

     (i)   The net increase of $11,400 under posts, relating to the establishment of one post of Human Resources Officer (P-3) and two posts of Associate Human Resources Officer (P-2), offset in part by the abolishment of one post of Senior Human Resources Officer (P-5), as well as associated increases in common services costs ($4,300 under contractual services, $700 under general operating expenses, $1,000 under supplies and materials and $2,700 under furniture and equipment), in line with the Secretary-General's initiative to rejuvenate the Secretariat and make it less top-heavy. The Human Resources Officer will support the development of human resources policies and guidelines and provide guidance in the interpretation of regulations, rules and policies. The Associate Human Resources Officers will support the planning, organizing, development and implementation of human resources communication strategies relating to the Organization's transformational human resources initiatives, contributing to a culture of agility, diversity and accountability. The provisions for the three new posts are made subject to a 50 per cent vacancy rate in accordance with the established practice for new posts;

     (ii)   The net increase of $32,000 under posts, relating to the inward redeployment of one post of Human Resources Officer (P-3), offset in part by the outward redeployment of one post of Associate Management and Programme Analyst (P-2), both from and to executive direction and management, to align post functions with the organizational structure;

     (iii)   A decrease of $108,900 under contractual services, relating to reduced requirements for information technology contractual services, including storage and hosting of data, based on operational requirements;

     (iv)   A decrease of $29,500 under general operating expenses and $30,800 under supplies and materials, relating to the continuation of working methods learned by adapting to the operational realities imposed by the COVID-19 pandemic in 2020, including lower requirements for printing and thus the leasing of fewer multifunction scanning/printing machines, as well as decreased use of office supplies, as a result of increased use of working-from-home arrangements in line with existing policies;

     (v)   A cost-neutral redeployment of resources within the component, comprising a decrease of $11,200 under supplies and materials, offset by an increase of $11,200 under furniture and equipment, based on operational requirements;

     (vi)   An increase of $25,200 under grants and contributions, relating to the estimated 2022 regular budget share of the business support resources in this component, as proposed in the context of the twelfth and final progress report of the Secretary-General on the enterprise resource planning project, as described in paragraph 29A.238 (g) (iv);

(k)   **Subprogramme 3, component 2, Administrative law**. The increase of $111,000 relates to the increase of $106,600 under other staff costs, relating to the establishment of one temporary position of Legal Officer (P-4), as well as associated common services costs ($2,200 under contractual services, $400 under general operating expenses, $500 under supplies and materials and $1,300 under furniture and equipment). In the light of the increase in the number of referrals for disciplinary action received and an increased emphasis on accountability for wrongdoing in the Organization, in particular, for fraud, sexual misconduct, harassment, discrimination and abuse of authority, it is proposed that the temporary position be established to strengthen the capacity of the component to meet the demands of handling referrals for disciplinary action from the Office of Internal Oversight Services and heads of entities in a timely and thorough manner and to provide sound representation of the Secretary-General before the United Nations Dispute Tribunal in challenges to disciplinary-related decisions. The provisions for the new temporary position are made subject to a 50 per cent vacancy rate in accordance with the established practice for new positions;

(l)   **Subprogramme 4, Business transformation and accountability**. The net decrease of $986,900 relates to:

(i)   A decrease of $799,700, relating to the redeployment of post and non-post resources to newly created subprogramme 1, component 3, which will include the new Sustainability and Resilience Management Unit, as described in paragraph 29A.6 and annex III, comprising $342,300 under posts, relating to one post of Senior Management and Programme Analyst (P-5) and one post of Management and Programme Analyst (P-4), $414,300 under other staff costs, relating to one temporary position of Chief of Section (P-5), one temporary position of Management and Programme Analyst (P-4) and one temporary position of Team Assistant (General Service (Other level)), $18,900 under consultancies, $8,600 under travel of staff, $8,000 under contractual services, $4,800 under general operating expenses, $1,300 under supplies and materials and $1,500 under furniture and equipment;

(ii)   A decrease of $74,500, relating to the transfer of the Vendor Review Committee to section 29B, Department of Operational Support, to align resources with the reporting structure, as described in annex III, comprising $72,000 under posts, relating to the outward redeployment of one post of Procurement Assistant (General Service (Other level)), as well as associated common services costs ($1,600 under contractual services, $400 under general operating expenses and $500 under supplies and materials);

(iii)   A decrease of $126,800 under posts, relating to the reassignment of three posts, comprising one post of Senior Management and Programme Analyst (P-5) as Senior Data Scientist (P-5), one post of Management and Programme Analyst as Data Scientist (P-3) and one post of Management and Programme Analysis Assistant (General Service (Other level)) as Data Science Assistant (General Service (Other level)), in accordance with one of the recommendations from the Secretary-General's data strategy to build data and analytics roles across all levels;

(iv)   A decrease of $5,700 under supplies and materials, relating to the continuation of working methods learned by adapting to the operational realities imposed by the COVID-19 pandemic in 2020, including decreased use of office supplies as a result of increased use of working-from-home arrangements in line with existing policies;

(v)   Cost-neutral redeployment of resources within the subprogramme, comprising decreases of $1,000 under contractual services and $2,300 under general operating expenses, offset by an increase of $3,300 under furniture and equipment, based on operational requirements;

(vi)   An increase of $19,800 under grants and contributions, relating to the estimated 2022 regular budget share of the business support resources in this subprogramme, as proposed in the context of the twelfth and final progress report of the Secretary-General on the enterprise resource planning project, as described in paragraph 29A.238 (g) (iv);

(m)   **Programme support**. The net increase of $12,900 relates to an increase of $14,000 under grants and contributions, relating to the estimated 2022 regular budget share of the business support resources under programme support, as proposed in the context of the twelfth and final progress report of the Secretary-General on the enterprise resource planning project, as described in paragraph 29A.238 (g) (iv), and a decrease of $1,100 under other staff costs, relating to lower provision for overtime owing to reduced operational requirements.

Other assessed resources

29A.239   As reflected in tables 29A.42 (2) and 29A.43 (2), the Department receives other assessed resources to backstop peacekeeping operations. For 2022, other assessed resources are estimated at $67,231,000 and would provide for 198 posts. The increase of $3,994,200, compared with the estimate for 2021, is attributable primarily to: (a) the estimated share of the Umoja enterprise resource planning solution funded by the support account for peacekeeping operations; and

(b) the increase in staff costs owing to higher standard salary costs and common staff costs. Other assessed resources represent 42.7 per cent of the total resources for this section.

Extrabudgetary resources

29A.240   As reflected in tables 29A.42 (3) and 29A.43 (3), the Department receives extrabudgetary resources from several sources. For 2022, extrabudgetary resources are estimated at $35,368,100 and would provide for 115 posts. The Department receives voluntary contributions to the trust fund in support of victims of sexual exploitation and abuse, established by the Secretary-General in 2016, as well as management- and reform-related voluntary contributions through another trust fund. Other extrabudgetary resources include: (a) central programme support costs to fund the extrabudgetary resource share of corporate costs, such as the Umoja enterprise resource planning solution (including its maintenance) and the global service delivery model project team, and to backstop operations funded from voluntary contributions, and (b) a cost recovery fund to backstop operations funded from cost recoveries. The decrease of $691,300, compared with the estimate for 2021, is attributable primarily to a reduction of approximately $1,000,000 for projects related to assistance to victims of sexual exploitation and abuse, offset by an increase in the estimated share of the Umoja enterprise resource planning solution funded from extrabudgetary resources in 2022. Extrabudgetary resources represent 22.5 per cent of the total resources for this section.

29A.241   The extrabudgetary resources under this section are subject to the oversight of the Department of Management Strategy, Policy and Compliance, which has delegated authority from the Secretary-General.

Executive direction and management

29A.242   The executive direction and management component comprises the Office of the Under-Secretary-General, including the Inter-Agency and Intergovernmental Service and the global service delivery model project team, the Office of the Controller and the Office of the Assistant Secretary-General for Human Resources.

29A.243   The Under-Secretary-General for Management Strategy, Policy and Compliance is responsible for the overall direction and management of the Department and for providing the Secretary-General with strategic advice on management issues. The Under-Secretary-General represents the Secretary-General on management issues before relevant expert and intergovernmental bodies, such as the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, the International Civil Service Commission and inter-agency coordination mechanisms, including the High-level Committee on Management of CEB, and in the conduct of staff-management consultations. The Under-Secretary-General oversees and provides direction to the Assistant Secretary-General for Programme Planning, Finance and Budget, Controller, the Assistant Secretary-General for Human Resources and the Director of the Business Transformation and Accountability Division. The Under-Secretary-General will also, jointly with the Under-Secretary-General for Operational Support, provide direction and strategic guidance to the Assistant Secretary-General/Chief Information Technology Officer.

29A.244   The Office of the Under-Secretary-General provides leadership in the development and delivery of integrated organizational management strategies, policies and models that support a decentralized, field-focused paradigm in which managers are empowered through the new enhanced delegation of authority framework. It provides direction to take advantage of lessons learned and innovative methods to ensure continuous management improvements to meet evolving requirements throughout the Secretariat. It liaises with Member States and other external entities on management-related issues and fosters coordination internally within the Secretariat, as well as externally with the funds, programmes and specialized agencies of the United Nations system, to build partnerships and promote best practices.

29A.245   The Under-Secretary-General is assisted by the Controller, who provides strategic and policy leadership on all planning, programming, budgetary and financial matters and on the administration of the Financial Regulations and Rules of the United Nations, and by the Assistant Secretary-General for Human Resources, who provides strategic leadership for the simplified and streamlined human resources policy framework and for mainstreaming the gender perspective, equitable geographical representation and accessibility into all facets of the work of the Organization through integrated strategies and policies. Working together closely under the guidance of the Under-Secretary-General, the Controller and the Assistant Secretary-General for Human Resources set priorities in adapting strategies and policies to support new and innovative business models and enable managers to be more effective and agile in the delivery of their programmes.

29A.246   The Controller will represent the Secretary-General in the committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination and the Independent Audit Advisory Committee in the presentation of all programme and budget documents, including those related to the regular budget, the peacekeeping budgets and the international tribunals, as well as the financial statements of the Organization. The Controller will advise the Secretary-General and the Under-Secretary-General for Management Strategy, Policy and Compliance on policy relating to the budgets and finances of the United Nations and the related plans and work programmes. Through the Office of Programme Planning, Finance and Budget, the Controller will ensure that the financial framework enables efficient mandate delivery.

29A.247   The Assistant Secretary-General for Human Resources will leverage technologies and pursue innovative and holistic approaches to transform the organizational culture, strengthen duty of care, promote inclusion, accessibility and diversity, and drive the creation of a supportive and healthy workplace. The Office of Human Resources will respond proactively to issues arising in the formal and informal system of administration of justice to ensure the efficient, effective and fair implementation of the Organization's policies, core values and norms. It will build on the integration of the conduct and discipline function for the entire Secretariat and for all categories of personnel to increase consistency, transparency and accountability in the application of the standards of conduct.

29A.248   In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In line with its functional responsibilities, the Department will continue, in 2022, to mainstream environmental sustainability management into the Secretariat policy framework and enterprise management and accountability system. Operationally, the Department will prioritize reducing its travel-related greenhouse gas emissions by optimizing the use of online collaborative and conferencing platforms, streamlining and combining travel requirements, systematically using tools developed by the International Civil Aviation Organization in organizing meetings and trainings and opting to travel by train whenever possible.

29A.249   Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 29A.45. The Department will continue to implement measures to improve compliance rate with regard to the advance purchase of air tickets through forward planning of events and nominations of travellers, raising the awareness of programme managers and travellers and minimizing exceptions.

Table 29A.45
Compliance rate
(Percentage)

	Actual 2019	Actual 2020	Planned 2021	Planned 2022
Timely submission of documentation	91	88	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	63	52	100	100

29A.250   The proposed regular budget resources for 2022 amount to $4,936,000 and reflect an increase of $583,900 compared with the appropriation for 2021. The proposed increase is explained in paragraphs 29A.237 and 29A.238 (a) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.46 and figure 29A.X.

Table 29A.46
Executive direction and management: 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	3 766.1	3 894.3	–	–	157.9	157.9	4.1	4 052.2
Non-post	422.0	457.8	–	432.3	(6.3)	426.0	93.1	883.8
Total	**4 188.1**	**4 352.1**	**–**	**432.3**	**151.6**	**583.9**	**13.4**	**4 936.0**
Post resources by category								
Professional and higher		15	–	–	1	1	–	16
General Service and related		8	–	–	–	–	–	8
Total		**23**	**–**	**–**	**1**	**1**	**–**	**24**

Figure 29A.X
Executive direction and management: distribution of proposed resources for 2022 (before recosting)
(Number of posts/thousands of United States dollars)

| Distribution of posts 24 posts | Distribution of financial resources $4 936.0 | Distribution of non-post financial resources $883.8 |

USG	1
ASG	2
D-2	1
D-1	1
P-5	4
P-4	3
P-3	2
P-2/1	2
GS (PL)	1
GS (OL)	7

Post 4 052.2
Non-post 883.8

449.7	Other staff costs
0.2	Hospitality
14.6	Consultants
68.8	Travel of staff
44.7	Contractual services
71.8	General operating expenses
12.4	Supplies and materials
7.1	Furniture and equipment
214.5	Grants and contributions
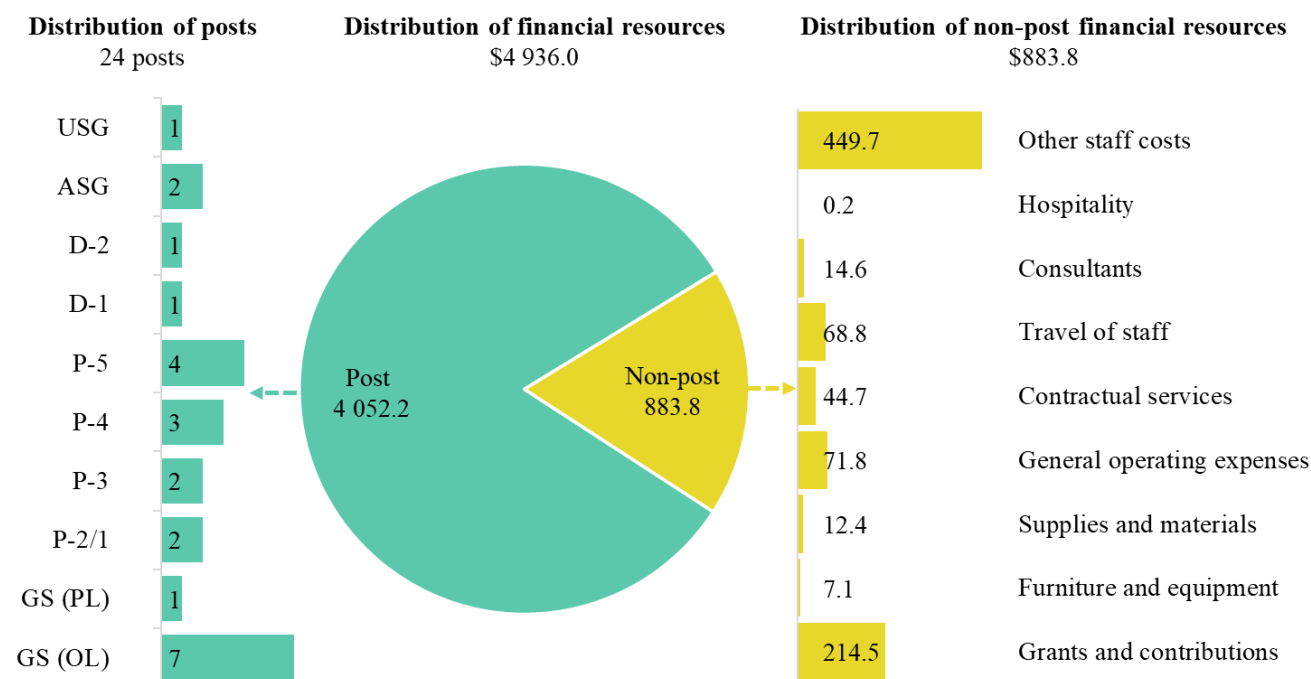
Extrabudgetary resources

29A.251   Extrabudgetary resources are estimated at $960,400 and would provide for three posts (1 D-1, 1 P-5 and 1 General Service (Other level)) in the Office of the Under-Secretary-General and one post (P-4) in the Office of the Controller, as well as non-post resources. In the Office of the Under-Secretary-General, the resources would be used mainly to monitor the implementation and mainstreaming of the Department's management reform initiatives, as well as for inter-agency coordination. In the Office of the Controller, the resources would be used to support the Controller with respect to budgetary and financial matters, including presentations to all intergovernmental and oversight bodies. No change in the resource level is expected compared with the estimate for 2021.

Programme of work

29A.252   The proposed regular budget resources for 2022 amount to $48,173,000 and reflect a net decrease of $120,000 compared with the appropriation for 2021. The proposed decrease is explained in paragraphs 29A.236 and 29A.238 above. The distribution of resources by subprogramme is reflected in figure 29A.XI.

Figure 29A.XI
Distribution of proposed resources for 2022 by subprogramme

(Millions of United States dollars)
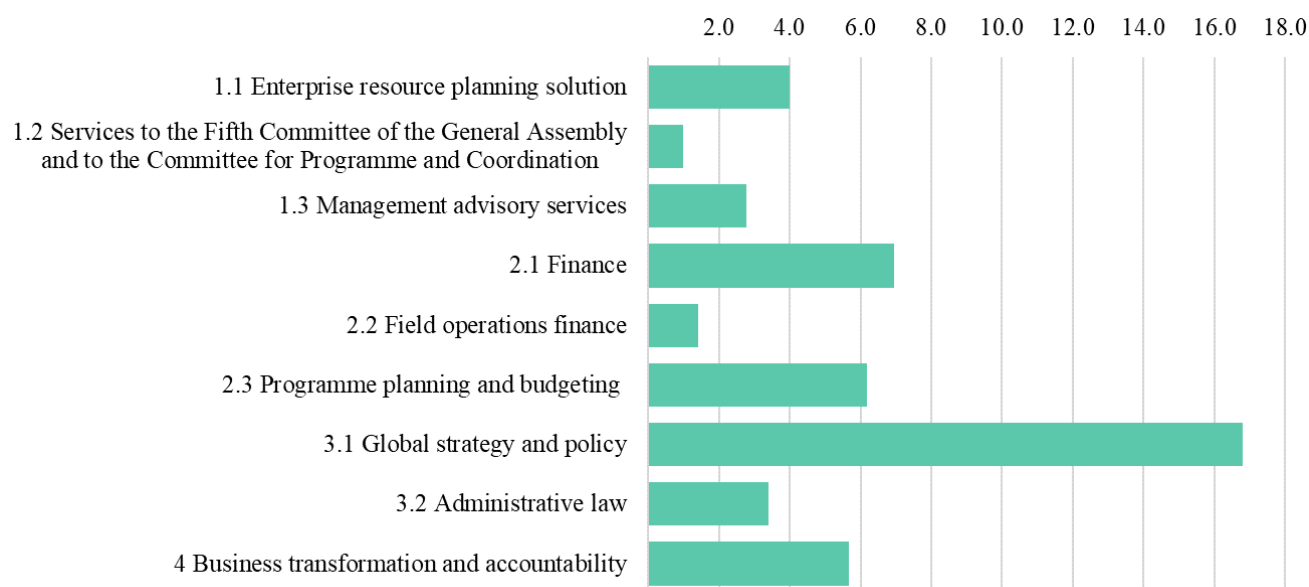
Subprogramme 1
Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services

Component 1
Enterprise resource planning solution

29A.253   The proposed regular budget resources for 2022 amount to $4,000,000 and reflect a net increase of $135,400 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.47.

Table 29A.47
Subprogramme 1, component 1: evolution of financial resources
(Thousands of United States dollars)

			Changes					2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	3 237.4	3 864.6	(3 864.6)	–	4 000.0	135.4	3.5	4 000.0
Total	**3 237.4**	**3 864.6**	**(3 864.6)**	**–**	**4 000.0**	**135.4**	**3.5**	**4 000.0**

Extrabudgetary resources

29A.254   As described in paragraph 29A.238 (b) above, extrabudgetary resources for the component are estimated at $6,133,400 and would provide for the extrabudgetary resources' share of the enterprise resource planning solution.

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

29A.255   The proposed regular budget resources for 2022 amount to $972,300 and reflect a decrease of $600 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.48 and figure 29A.XII.

Table 29A.48
Subprogramme 1, component 2: 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/expand ed mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 155.4	941.5	–	–	–	–	–	941.5
Non-post	47.3	31.4	–	–	(0.6)	(0.6)	(1.9)	30.8
Total	**1 202.7**	**972.9**	**–**	**–**	**(0.6)**	**(0.6)**	**(0.1)**	**972.3**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		2	–	–	–	–	–	2
Total		**6**	**–**	**–**	**–**	**–**	**–**	**6**

Figure 29A.XII
Subprogramme 1, component 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

Component 3
Management advisory services

29A.256   The proposed regular budget resources for 2022 amount to $2,781,500 and reflect no change in the resource level compared with the appropriation for 2021, given that this is a new component proposed for 2022, as described in paragraph 29A.6. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.49 and figure 29A.XIII.

Table 29A.49
Subprogramme 1, component 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	–	–	–	–	1 976.5	1 976.5	–	1 976.5
Non-post	–	–	–	–	805.0	805.0	–	805.0
Total	**–**	**–**	**–**	**–**	**2 781.5**	**2 781.5**	**–**	**2 781.5**
Post resources by category								
Professional and higher	–	–	–	9	9	–	9
General Service and related	–	–	–	5	5	–	5
Total	**–**	**–**	**–**	**14**	**14**	**–**	**14**

Figure 29A.XIII
Subprogramme 1, component 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

Subprogramme 2
Programme planning, finance and budget

Component 1
Finance

29A.257   The proposed regular budget resources for 2022 amount to $6,962,600 and reflect a decrease of $200,900 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.50 and figure 29A.XIV.

Table 29A.50
Subprogramme 2, component 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	7 274.0	6 482.8	–	–	(254.3)	(254.3)	(3.9)	6 228.5
Non-post	777.8	680.7	–	–	53.4	53.4	7.8	734.1
Total	**8 051.8**	**7 163.5**	**–**	**–**	**(200.9)**	**(200.9)**	**(2.8)**	**6 962.6**
Post resources by category								
Professional and higher		18	–	–	(1)	(1)	(5.6)	17
General Service and related		35	–	–	–	–	–	35
Total		**53**	**–**	**–**	**(1)**	**(1)**	**(1.9)**	**52**

Figure 29A.XIV
Subprogramme 2, component 1: distribution of proposed resources for 2022 (before recosting)
(Number of posts/thousands of United States dollars)

Distribution of posts	Distribution of financial resources	Distribution of non-post financial resources
52 posts	$6 962.6	$734.1

Distribution of posts:
- D-2: 1
- D-1: 3
- P-5: 4
- P-4: 5
- P-3: 1
- P-2/1: 3
- GS (PL): 5
- GS (OL): 30

Distribution of financial resources (pie chart):
- Post: 6 228.5
- Non-post: 734.1

Distribution of non-post financial resources:
- Other staff costs: 201.7
- Travel of staff: 27.4
- Contractual services: 368.0
- General operating expenses: 53.2
- Supplies and materials: 8.8
- Furniture and equipment: 17.6
- Grants and contributions: 57.4

Extrabudgetary resources

29A.258   Extrabudgetary resources for the component are estimated at $20,956,800 and would provide for 80 posts (8 P-5, 9 P-4, 14 P-3, 3 P-2/1, 8 General Service (Principal level), 28 General Service (Other level) and 10 Local level), as well as non-post resources. The resources would be used to provide programme support for substantive and technical cooperation activities and for administrative structures, as well as support for the Special Account for Travel Services. The resources would also provide assistance for substantive activities related to the Tax Equalization Fund and the United Nations Fund for International Partnerships. No change in the resource level is expected compared with the current estimate for 2021.

Component 2
Field operations finance

29A.259   The proposed regular budget resources for 2022 amount to $1,419,100 and reflect a net increase of $51,400 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.51 and figure 29A.XV.

Table 29A.51
## Subprogramme 2, component 2: 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	1 074.6	1 246.2	–	–	–	–	–	1 246.2
Non-post	224.1	121.5	55.5	–	(4.1)	51.4	42.3	172.9
Total	**1 298.7**	**1 367.7**	**55.5**	**–**	**(4.1)**	**51.4**	**3.8**	**1 419.1**
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		1	–	–	–	–	–	1
Total		**7**	**–**	**–**	**–**	**–**	**–**	**7**

Figure 29A.XV
Subprogramme 2, component 2: distribution of proposed resources for 2022 (before recosting)
(Number of posts/thousands of United States dollars)

Distribution of posts 7 posts	Distribution of financial resources $1 419.1	Distribution of non-post financial resources $172.9
D-1 — 2	Post 1 246.2	126.7 Other staff costs
P-4 — 2	Non-post 172.9	6.0 Travel of staff
P-3 — 1		25.9 Contractual services
P-2/1 — 1		11.2 General operating expenses
GS (OL) — 1		1.4 Supplies and materials
		1.7 Furniture and equipment

Extrabudgetary resources

29A.260 Extrabudgetary resources for the component are estimated at $502,700 and would provide for two posts (1 P-5 and 1 P-3), as well as non-post resources. The resources would be used to support the provision of policy guidance to field operations on budget preparation, implementation, monitoring and reporting, as well as the provision of such guidance on property management and large-scale capital constructions and renovation projects. No change in the resource level is expected compared with the estimate for 2021.

Component 3
Programme planning and budgeting

29A.261 The proposed regular budget resources for 2022 amount to $6,172,100 and reflect a net increase of $90,900 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.52 and figure 29A.XVI.

Table 29A.52
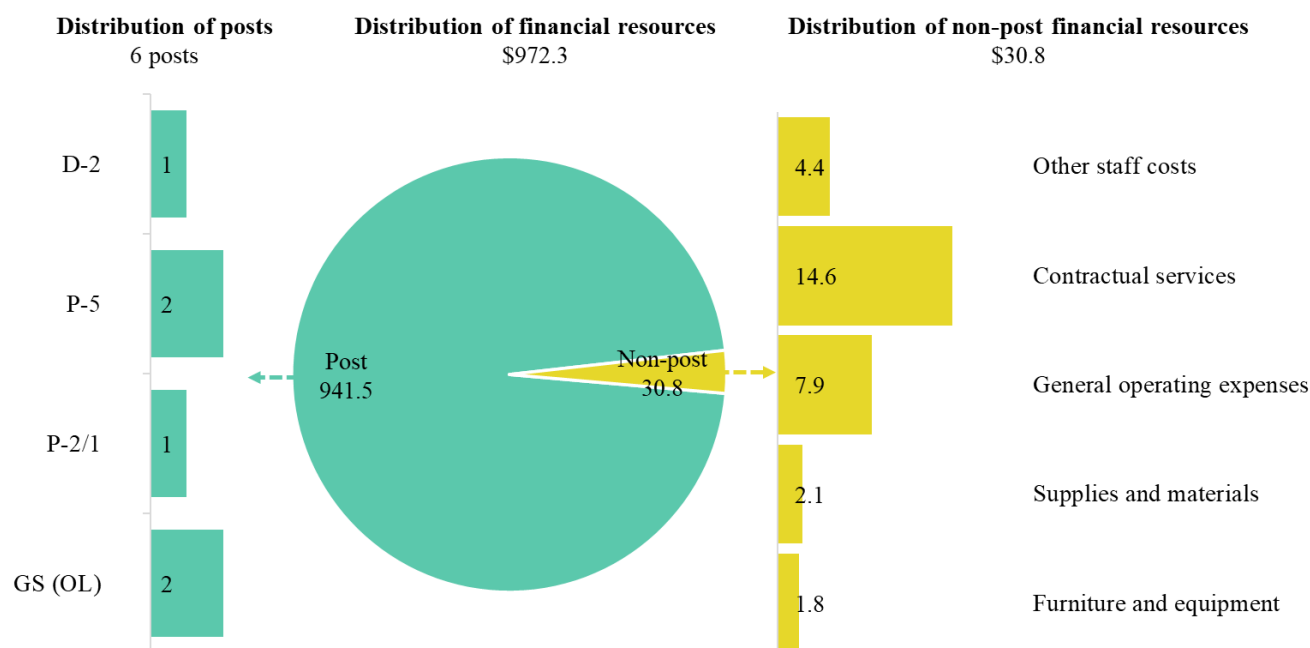**Subprogramme 2, component 3: evolution of financial and post resources**
(Thousands of United States dollars/number of posts)

| | | | 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	4 727.7	5 756.6	–	–	–	–	–	5 756.6
Non-post	195.1	324.6	94.5	–	(3.6)	90.9	28.0	415.5
Total	**4 922.8**	**6 081.2**	**94.5**	**–**	**(3.6)**	**90.9**	**1.5**	**6 172.1**
Post resources by category								
Professional and higher		25	–	–	–	–	–	25
General Service and related		12	–	–	–	–	–	12
Total		**37**	**–**	**–**	**–**	**–**	**–**	**37**

Figure 29A.XVI

Subprogramme 2, component 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)
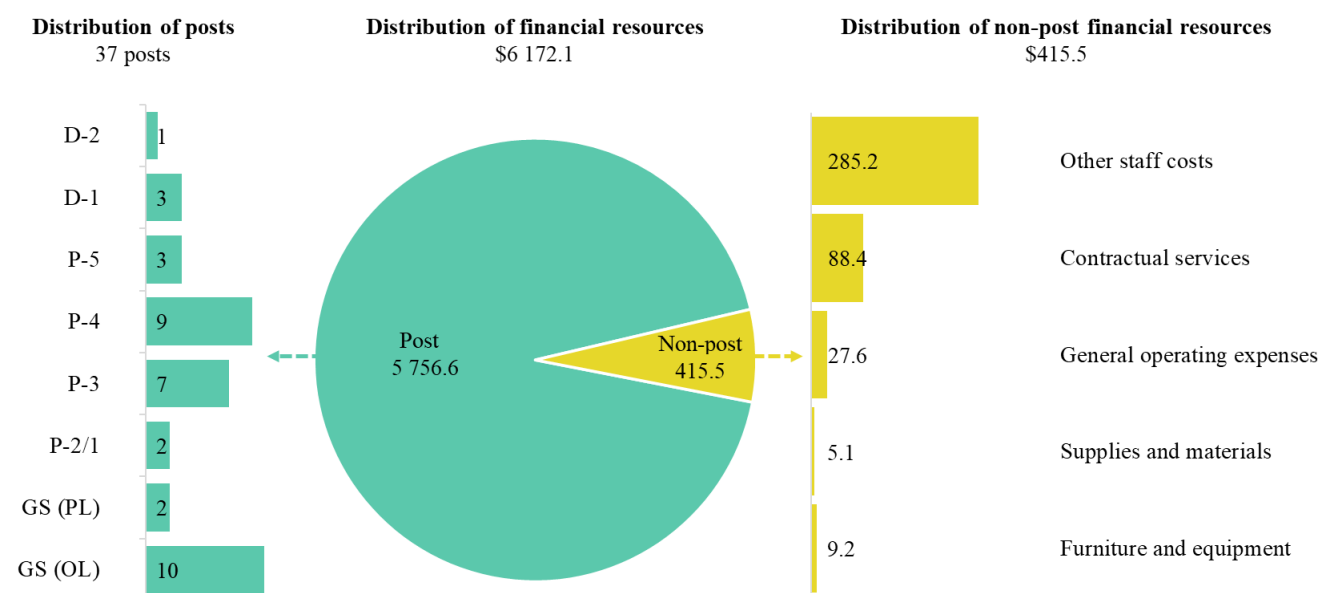
Extrabudgetary resources

29A.262   Extrabudgetary resources for the component are estimated at $476,600 and would provide for one post (P-5), as well as non-post resources. The resources would be used to support Secretariat entities in budget preparation and presentation under the development and human rights pillars. No change in the resource level is expected compared with the estimate for 2021.

Subprogramme 3
Human resources

Component 1
Global strategy and policy

29A.263   The proposed regular budget resources for 2022 amount to $16,797,800 and reflect a decrease of $91,900 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.53 and figure 29A.XVII.

Table 29A.53

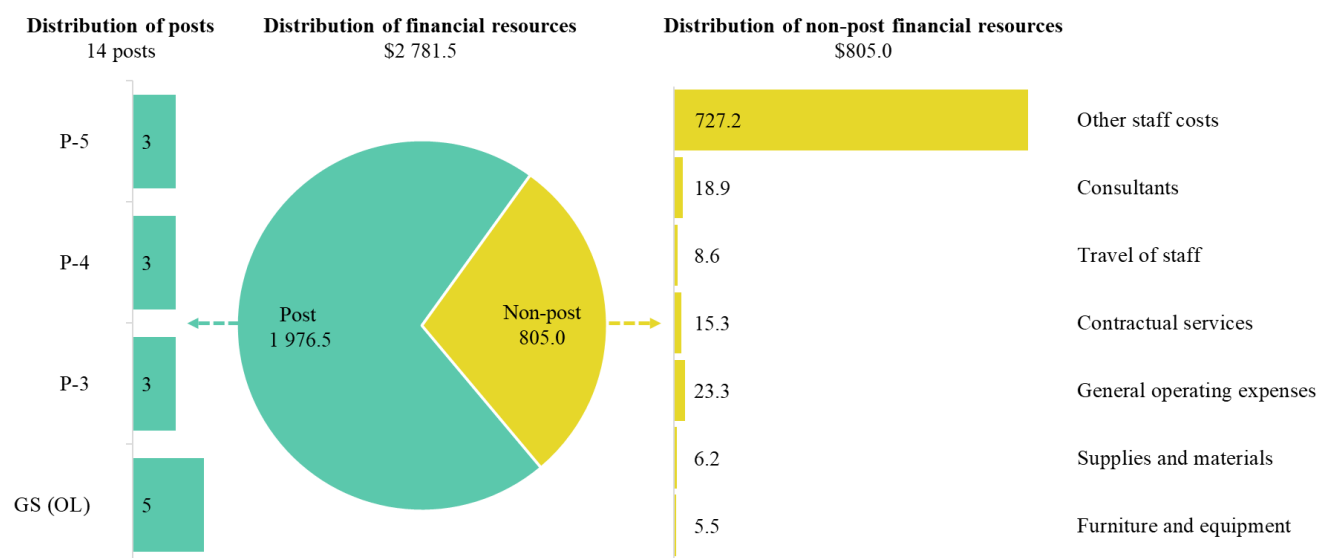**Subprogramme 3, component 1: evolution of financial and post resources**

(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	9 413.9	9 297.4	–	–	43.4	43.4	0.5	9 340.8
Non-post	7 526.5	7 592.3	–	–	(135.3)	(135.3)	(1.8)	7 457.0
Total	**16 940.4**	**16 889.7**	**–**	**–**	**(91.9)**	**(91.9)**	**(0.5)**	**16 797.8**

	2020 expenditure	2021 appropriation	*Changes*					2022 estimate (before recosting)
			Technical adjustments	*New/expanded mandates*	*Other*	*Total*	*Percentage*	
Post resources by category								
Professional and higher		44	–	–	2	2	4.5	46
General Service and related		17	–	–	–	–	–	17
Total		**61**	**–**	**–**	**2**	**2**	**3.3**	**63**

Figure 29A.XVII
Subprogramme 3, component 1: distribution of proposed resources for 2022 (before recosting)
(Number of posts/thousands of United States dollars)

Distribution of posts — 63 posts

Level	Posts
D-2	1
D-1	2
P-5	7
P-4	13
P-3	12
P-2/1	11
GS (PL)	6
GS (OL)	11

Distribution of financial resources — $16 797.8
Post 9 340.8
Non-post 7 457.0

Distribution of non-post financial resources — $7 457.0

99.4	Other staff costs
172.8	Travel of staff
7 029.4	Contractual services
70.2	General operating expenses
16.7	Supplies and materials
43.3	Furniture and equipment
25.2	Grants and contributions

Extrabudgetary resources

29A.264   Extrabudgetary resources for the component are estimated at $1,478,700 and would provide for eight posts (2 P-4, 1 P-3, 2 P-2/1 and 3 Local level), as well as non-post resources. The resources would be used to enable the conduct of the jointly financed local salary survey activities. No change in the resource level is expected compared with the estimate for 2021.

Component 2
Administrative law

29A.265   The proposed regular budget resources for 2022 amount to $3,395,500 and reflect an increase of $111,000 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.54 and figure 29A.XVIII.

Table 29A.54
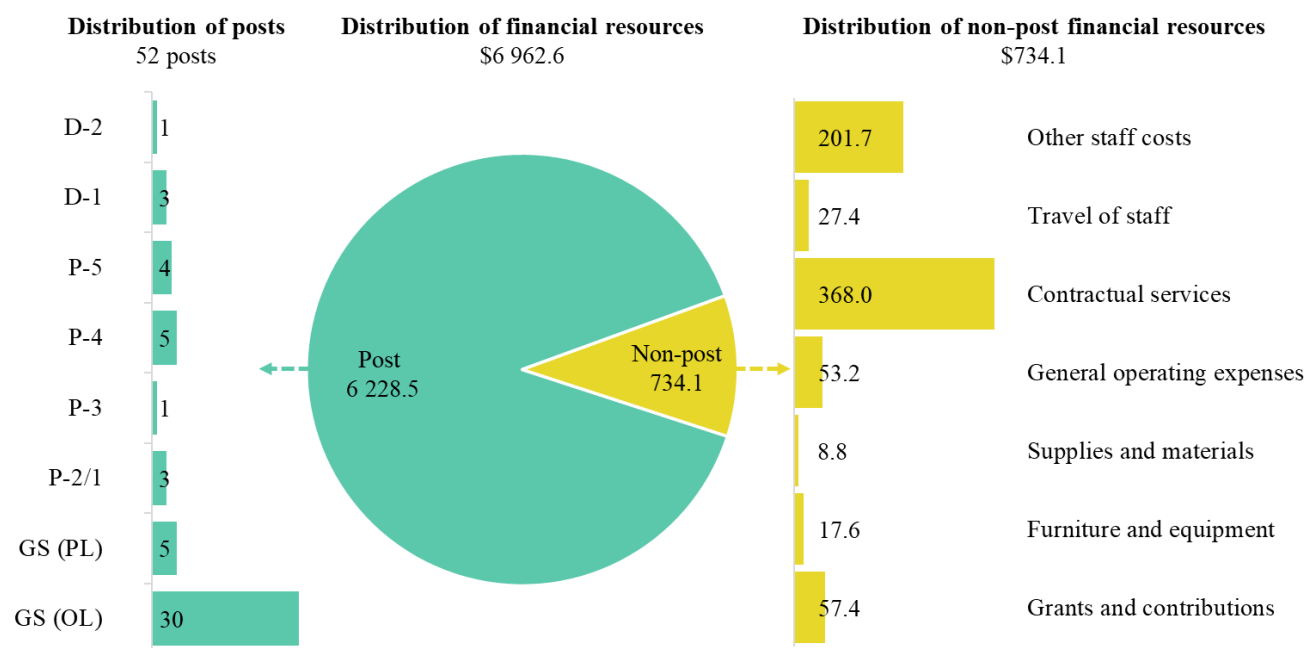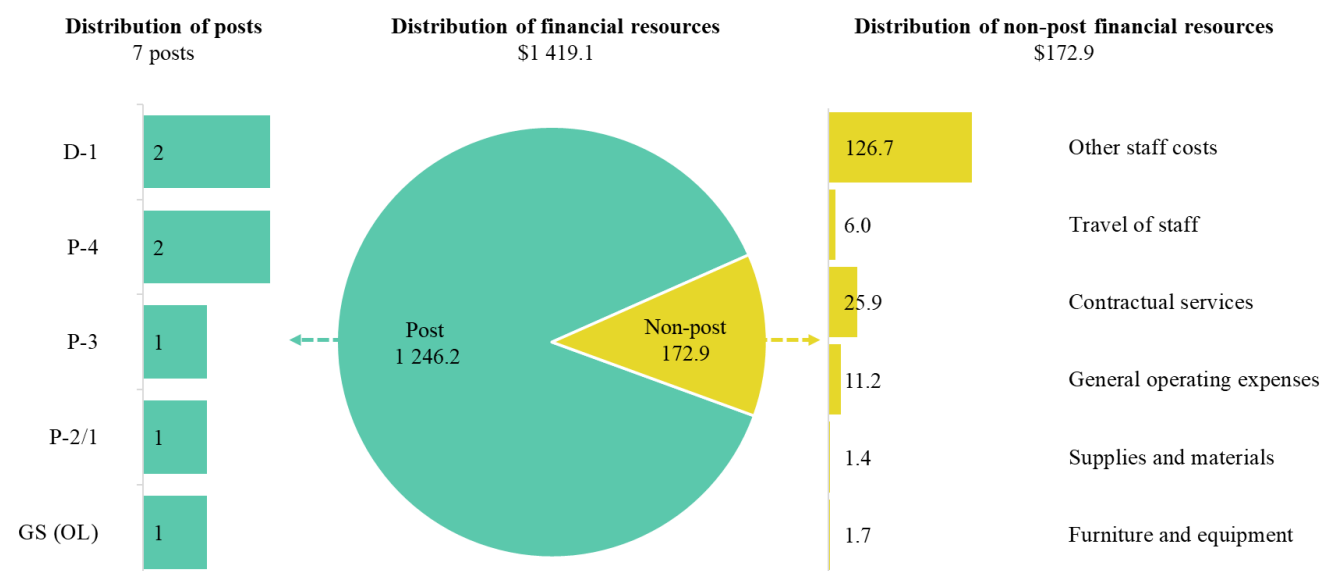**Subprogramme 3, component 2: evolution of financial and post resources**

(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	2 627.3	2 768.8	–	–	–	–	–		2 768.8
Non-post	300.1	515.7	–	–	111.0	111.0	21.5		626.7
Total	**2 927.4**	**3 284.5**	**–**	**–**	**111.0**	**111.0**	**3.4**		**3 395.5**
Post resources by category									
Professional and higher		10	–	–	–	–	–		10
General Service and related		9	–	–	–	–	–		9
Total		**19**	**–**	**–**	**–**	**–**	**–**		**19**

Figure 29A.XVIII
Subprogramme 3, component 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)
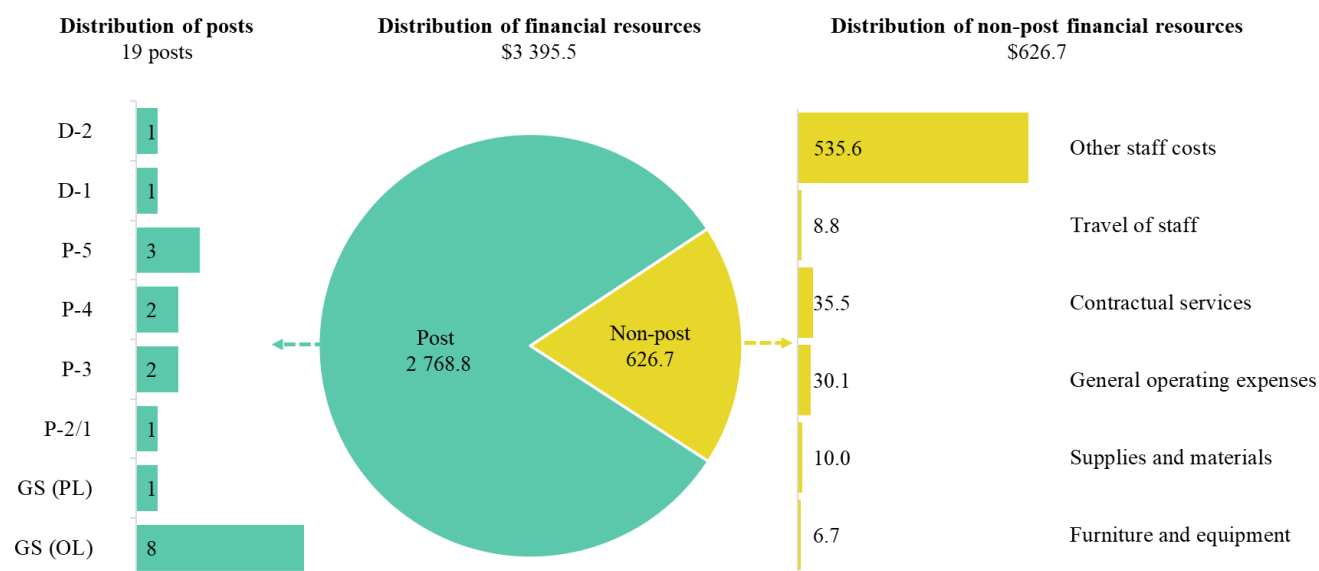
Extrabudgetary resources

29A.266   Extrabudgetary resources for the component are estimated at $1,029,900 and would provide for three posts (2 P-3 and 1 General Service (Other level)), as well as non-post resources. The resources would be used to provide assistance to victims of sexual exploitation and abuse, as well as to provide support in the area of personnel conduct and discipline. The expected decrease of $1,001,700 is mainly a result of a reduction in projects to provide assistance to such victims based on an expected reduction in available funding.

Subprogramme 4
Business transformation and accountability

29A.267 The proposed regular budget resources for 2022 amount to $5,672,100 and reflect a decrease of $986,900 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.55 and figure 29A.XIX.

Table 29A.55
**Subprogramme 4: 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	7 248.3	5 873.3	–	–	(541.1)	(541.1)	(9.2)	5 332.2
Non-post	870.0	785.7	–	–	(445.8)	(445.8)	(56.7)	339.9
Total	**8 118.4**	**6 659.0**	**–**	**–**	**(986.9)**	**(986.9)**	**(14.8)**	**5 672.1**
Post resources by category								
Professional and higher		34	–	–	(2)	(2)	(5.9)	32
General Service and related		8	–	–	(1)	(1)	(12.5)	7
Total		**42**	**–**	**–**	**(3)**	**(3)**	**(7.1)**	**39**

Figure 29A.XIX
Subprogramme 4: distribution of proposed resources for 2022 (before recosting)
(Number of posts/thousands of United States dollars)

| Distribution of posts 39 posts | Distribution of financial resources $5 672.1 | Distribution of non-post financial resources $339.9 |

Distribution of posts — 39 posts:
- D-2: 1
- D-1: 3
- P-5: 6
- P-4: 7
- P-3: 10
- P-2/1: 5
- GS (PL): 3
- GS (OL): 4

Distribution of financial resources — $5 672.1:
Post 5 332.2 / Non-post 339.9

Distribution of non-post financial resources — $339.9:
- Other staff costs: 6.7
- Consultants: 93.6
- Travel of staff: 54.7
- Contractual services: 85.9
- General operating expenses: 32.9
- Supplies and materials: 1.8
- Furniture and equipment: 44.5
- Grants and contributions: 19.8

Extrabudgetary resources

29A.268   Extrabudgetary resources for the subprogramme are estimated at $3,217,300 and would provide for 16 posts (4 P-4, 8 P-3, 1 P-2/1, 1 General Service (Principal level) and 2 General Service (Other level)), as well as non-post resources. The resources would be used to enable the subprogramme to carry out its activities and services in the areas of delegation of authority, business transformation and project management, analytics, oversight coordination, enterprise risk management, results-based management, evaluation and organizational performance measurement related to Secretariat entities funded primarily through voluntary contributions and those funded through a combination of assessed and voluntary contributions. The expected increase of $38,100 is mainly a result of a change in salary costs.

Programme support

29A.269   The Business Partner Service assists the Under-Secretary-General in the discharge of the Department's responsibilities in the areas of human resources management, finance and general administration.

29A.270   The Business Partner Service serves as a business partner for the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee in carrying out their financial, personnel and administrative responsibilities and administers the official travel of the members of the Committee for Programme and Coordination and the Committee on Contributions.

29A.271   The proposed regular budget resources for 2022 amount to $1,824,200 and reflect an increase of $12,900 compared with the appropriation for 2021. The proposed increase is explained in paragraph 29A.238 (m) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29A.56 and figure 29A.XX.

Table 29A.56
Programme support: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

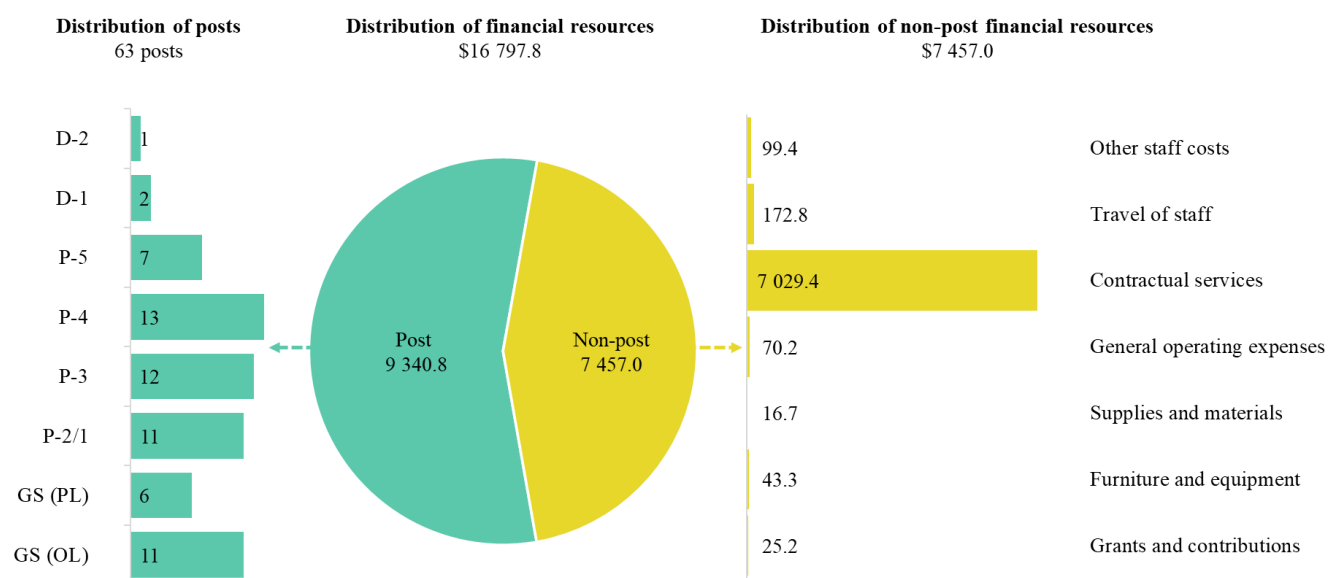| | | | | | Changes | | | 2022 estimate (before recosting) |
	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 508.5	1 739.3	–	–	–	–	–	1 739.3
Non-post	84.5	72.0	–	–	12.9	12.9	17.9	84.9
Total	**1 593.0**	**1 811.3**	**–**	**–**	**12.9**	**12.9**	**0.7**	**1 824.2**
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		8	–	–	–	–	–	8
Total		**12**	**–**	**–**	**–**	**–**	**–**	**12**

Figure 29A.XX
Programme support: distribution of proposed resources for 2022 (before recosting)
(Number of posts/thousands of United States dollars)

Distribution of posts 12 posts	**Distribution of financial resources** $1 824.2	**Distribution of non-post financial resources** $84.9

Distribution of posts:
- D-1: 1
- P-5: 1
- P-4: 2
- GS (PL): 2
- GS (OL): 6

Distribution of financial resources:
- Post 1 739.3
- Non-post 84.9

Distribution of non-post financial resources:
- 21.9 Other staff costs
- 28.5 Contractual services
- 11.7 General operating expenses
- 5.4 Supplies and materials
- 3.4 Furniture and equipment
- 14.0 Grants and contributions
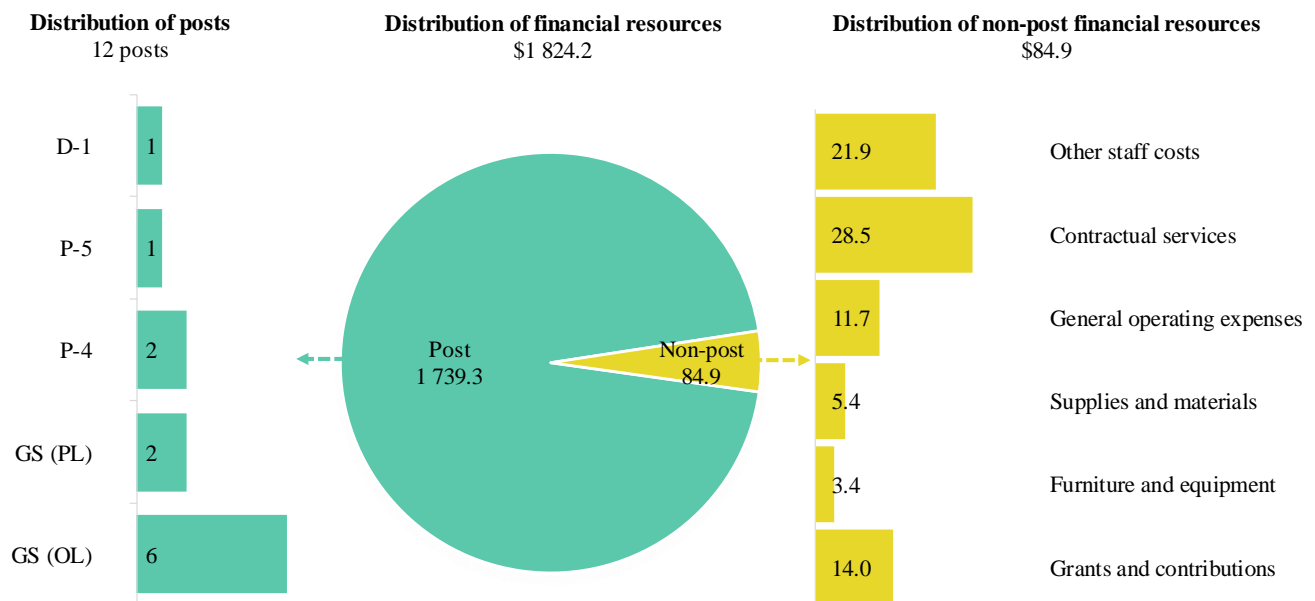
Extrabudgetary resources

29A.272 Extrabudgetary resources for programme support are estimated at $291,100 and would provide for one post (P-4), as well as non-post resources. The resources would be used to provide administrative support to personnel funded from programme support costs. No change in the resource level is expected compared with the estimate for 2021.

Annex I

Organizational structure and post distribution for 2022

Two charts showing the organizational structure of the Department of Management Strategy, Policy and Compliance are presented below. Chart A reproduces the approved organizational structure for 2021, as contained in document A/75/6 (Sect. 29A). Chart B presents the proposed organizational structure for 2022.

Justification for the proposed changes

The proposed changes include the redeployment of organizational resilience management capacity from the Business Transformation and Accountability Division to the new Sustainability and Resilience Management Unit under the Office of the Under-Secretary-General. The change is proposed to achieve overall coherence in business continuity, as recommended by the Joint Inspection Unit in its report on business continuity in the United Nations system (JIU/REP/2011/6), as well as in the light of the experience gained in 2020.

A.   Approved organizational structure and post distribution for 2021

Office of the Under-Secretary-General (executive direction and management)

RB	OA	XB
1 USG	1 P-4	1 D-1
1 D-2		
2 P-5		
1 P-4		
2 P-3		
4 GS (OL)		

Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board (subprogramme 1, component 3)

RB	OA
1 P-5	1 D-1
1 P-3	2 P-4
1 GS (OL)	1 P-3
	2 GS (OL)

Secretariat of the Fifth Committee and the Committee for Programme and Coordination (subprogramme 1, component 2)

RB	OA
1 D-2	1 P-4
2 P-5	1 P-3
1 P-2/1	
2 GS (OL)	

Business Partner Service (programme support)

RB	XB
1 D-1	1 P-4
1 P-5	
2 P-4	
2 GS (PL)	
6 GS (OL)	

Inter-Agency and Intergovernmental Service (executive direction and management)

RB	OA	XB
1 D-1	1 P-3	1 P-5
1 P-3		1 GS (OL)
1 GS (PL)		

Management Evaluation Unit (subprogramme 1, component 4)

RB
1 P-5
2 P-4
2 P-3
4 GS (OL)

Enterprise Resource Planning Solution Division (subprogramme 1, component 1)

1 D-2
3 D-1
8 P-5
20 P-4
16 P-3
7 P-2/1
8 GS (PL)
5 GS (OL)

Office of the Assistant Secretary-General, Controller (executive direction and management)

RB	OA	XB
1 ASG	1 GS (OL)	1 P-4
1 P-5		
1 GS (OL)		

Finance Division (subprogramme 2, component 1)

RB	OA	XB
1 D-2	2 P-5	8 P-5
3 D-1	14 P-4	9 P-4
4 P-5	7 P-3	14 P-3
6 P-4	1 P-2/1	3 P-2/1
1 P-3	3 GS (PL)	8 GS (PL)
3 P-2/1	26 GS (OL)	28 GS (OL)
5 GS (PL)		10 LL
30 GS (OL)		

Field Operations Finance Division (subprogramme 2, component 2)

RB	OA	XB
2 D-1	1 D-2	1 P-5
2 P-4	1 D-1	1 P-3
1 P-3	4 P-5	
1 P-2/1	14 P-4	
1 GS (OL)	13 P-3	
	10 GS (OL)	

Programme Planning and Budget Division (subprogramme 2, component 3)

RB		XB
1 D-2	7 P-3	1 P-5
3 D-1	2 P-2/1	
3 P-5	2 GS (PL)	
9 P-4	10 GS (OL)	

Office of the Assistant Secretary-General (executive direction and management)

RB
1 ASG
1 P-5
1 P-4
1 P-2/1
2 GS (OL)

Global Strategy and Policy Division (subprogramme 3, component 1)

RB	OA	XB
1 D-2	1 P-5	2 P-4
2 D-1	7 P-4	1 P-3
8 P-5	1 P-3	2 P-2/1
13 P-4	4 GS (OL)	3 LL
10 P-3		
10 P-2/1		
6 GS (PL)		
11 GS (OL)		

Administrative Law Division (subprogramme 3, component 2)

RB	OA	XB
1 D-2	1 D-1	2 P-3
1 D-1	3 P-5	1 GS (OL)
3 P-5	8 P-4	
2 P-4	6 P-3	
2 P-3	3 P-2/1	
1 P-2/1	5 GS (OL)	
1 GS (PL)		
8 GS (OL)		

Business Transformation and Accountability Division (subprogramme 4)

RB	OA	XB
1 D-2	3 P-5	4 P-4
3 D-1	11 P-4	8 P-3
7 P-5	12 P-3	1 P-2/1
8 P-4	3 P-2/1	1 GS (PL)
10 P-3	1 GS (PL)	2 GS (OL)
5 P-2/1	18 GS (OL)	
3 GS (PL)		
5 GS (OL)		

Office of Information and Communications Technology[a] (section 29C)

[a] Dual reporting to the Department of Management Strategy, Policy and Compliance and the Department of Operational Support.

B.   Proposed organizational structure and post distribution for 2022

Office of the Under-Secretary-General (executive direction and management)

RB	OA	XB
1 USG	1 P-4	1 D-1
1 D-2		
2 P-5		
1 P-4		
1 P-3		
1 P-2/1		
4 GS (OL)		

Secretariat of the Fifth Committee and the Committee for Programme and Coordination
(subprogramme 1, component 2)

RB	OA
1 D-2	1 P-4
2 P-5	1 P-3
1 P-2/1	
2 GS (OL)	

Secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board
(subprogramme 1, component 3 (new))

RB	OA
1 P-5	1 D-1
1 P-3	2 P-4
1 GS (OL)	1 P-3
	2 GS (OL)

Sustainability and Resilience Management Unit
(subprogramme 1, component 3 (new))

RB
1 P-5
1 P-4

Business Partner Service
(programme support)

RB	XB
1 D-1	1 P-4
1 P-5	
2 P-4	
2 GS (PL)	
6 GS (OL)	

Inter-Agency and Intergovernmental Service
(executive direction and management)

RB	OA	XB
1 D-1	1 P-3	1 P-5
1 P-3		1 GS (OL)
1 GS (PL)		

Management Evaluation Unit
(subprogramme 1, component 3 (new))

RB
1 P-5
2 P-4
2 P-3
4 GS (OL)

Enterprise Resource Planning Solution Division
(subprogramme 1, component 1)

1 D-2
3 D-1
8 P-5
20 P-4
16 P-3
7 P-2/1
8 GS (PL)
5 GS (OL)

Office of the Assistant Secretary-General, Controller
(executive direction and management)

RB	OA	XB
1 ASG	1 GS (OL)	1 P-4
1 P-5		
1 P-4		
1 GS (OL)		

Finance Division
(subprogramme 2, component 1)

RB	OA	XB
1 D-2	2 P-5	8 P-5
3 D-1	16 P-4	9 P-4
4 P-5	7 P-3	14 P-3
5 P-4	1 P-2/1	3 P-2/1
1 P-3	3 GS (PL)	8 GS (PL)
3 P-2/1	24 GS (OL)	28 GS (OL)
5 GS (PL)		10 LL
30 GS (OL)		

Field Operations Finance Division
(subprogramme 2, component 2)

RB	OA	XB
2 D-1	1 D-2	1 P-5
2 P-4	1 D-1	1 P-3
1 P-3	4 P-5	
1 P-2/1	14 P-4	
1 GS (OL)	13 P-3	
	1 GS (PL)	
	12 GS (OL)	

Programme Planning and Budget Division
(subprogramme 2, component 3)

RB		XB
1 D-2	7 P-3	1 P-5
3 D-1	2 P-2/1	
3 P-5	2 GS (PL)	
9 P-4	10 GS (OL)	

Office of the Assistant Secretary-General (executive direction and management)

RB
1 ASG
1 P-5
1 P-4
1 P-2/1
2 GS (OL)

Global Strategy and Policy Division
(subprogramme 3, component 1)

RB	OA	XB
1 D-2	1 P-5	2 P-4
2 D-1	7 P-4	1 P-3
7 P-5	1 P-3	2 P-2/1
13 P-4	4 GS (OL)	3 LL
12 P-3		
11 P-2/1		
6 GS (PL)		
11 GS (OL)		

Administrative Law Division
(subprogramme 3, component 2)

RB	OA	XB
1 D-2	1 D-1	2 P-3
1 D-1	3 P-5	1 GS (OL)
3 P-5	8 P-4	
2 P-4	6 P-3	
2 P-3	3 P-2/1	
1 P-2/1	5 GS (OL)	
1 GS (PL)		
8 GS (OL)		

Business Transformation and Accountability Division
(subprogramme 4)

RB	OA	XB
1 D-2	3 P-5	4 P-4
3 D-1	11 P-4	8 P-3
6 P-5	12 P-3	1 P-2/1
7 P-4	3 P-2/1	1 GS (PL)
10 P-3	1 GS (PL)	2 GS (OL)
5 P-2/1	18 GS (OL)	
3 GS (PL)		
4 GS (OL)		

Office of Information and Communications Technology[a]
(section 29C)

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

[a] Dual reporting to the Department of Management Strategy, Policy and Compliance and the Department of Operational Support.

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**

Recalling the directions of the General Assembly, in its resolution 72/262 B, on the judicious use of travel resources, which, inter alia, encouraged the increased use of alternative methods of communication, the Advisory Committee recommends that the General Assembly request the Secretary-General to prepare a study for the consideration of the Assembly, during its seventy-fifth session, on principles and modalities to achieve a new balance between physical and online meetings, on the basis of the experience gained, in particular during this time of increased online communication, and taking into account the strengths of each meeting modality, efficiency gains, as well as technology investments and financial constraints (para. VIII.12).

In the wake of COVID-19, it is an opportune time to reflect on principles and modalities to balance physical and virtual engagements, as well as to continuously review and explore ways to maximize opportunities. It should also be noted that, aligned with the delegation of authority framework, heads of entities have the delegated authority to make decisions on the basis of unique requirements for the delivery of mandates.

The principles and modalities of travel are further explored in section 3.2 of administrative instruction ST/AI/2013/3, in which it is stipulated that, prior to authorizing any official travel, the primary consideration should be whether direct face-to-face contact is necessary for mandate implementation. If not, then alternative methods should be employed. Therefore, programme managers are required to certify that alternative methods, such as videoconference, audioconference or other remote business practices, such as online meetings, have been carefully reviewed, were found not to be effective and that travel is therefore necessary.

In addition, in the context of the first report of the Advisory Committee on the proposed programme budget for 2021 (A/75/7 and A/75/7/Corr.1, para. 62), and in accordance with General Assembly resolution 72/262 B, entities are reminded, and it is emphasized, to use alternative methods of communication and to authorize official travel only where direct face-to-face contact is required for the implementation of mandates. The instruction is part of the budget instructions and guide issued to entities by the Office of Programme Planning, Finance and Budget in advance of budget preparation. At that stage, entities should justify their requirements for mandate delivery in the context of their resource proposals in the programme budget.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee therefore recommends that the General Assembly request the Secretary-General to complete the ongoing learning needs assessment and to report thereon in the next proposed programme budget. The Committee emphasizes that the assessment should provide a concrete strategy on how to harness available technologies to ensure that training becomes more cost-effective, reaches a larger number of beneficiaries irrespective of their geographical location and effectively contributes to the needs of the Organization, also taking into account lessons learned and opportunities for synergies within the United Nations system. The Committee trusts that, in the assessment, the Secretary-General will also clarify the distribution of responsibilities relating to training between the Department of Management Strategy, Policy and Compliance and the Department of Operational Support to minimize duplication and increase efficiencies (para. VIII.17).	A learning needs assessment was conducted in 2020, and the results have been shared widely with all entities. A follow-up needs assessment is planned for 2022 to reassess organizational learning needs and identify emerging skill sets. Such an assessment is planned to be conducted every two years. The Department of Management Strategy, Policy and Compliance and the Department of Operational Support are co-leading work to formulate a Secretariat learning strategy for 2021–2025 that is focused on the following: preparing the future of work and strategic learning priorities to achieve organizational mandates, connecting learning across organizational pillars and work streams, creating impactful learning solutions and strengthening learning accountability, including the clarification of responsibilities among the two Departments and individual training units across the Secretariat. A key element of the strategy is a learning platform that would allow more choice concerning learning approaches: it would be able to upgrade the learning experience for staff members, be widely available across duty stations, drawing on both locally developed and shared content, and be delivered through various means, including by uploading videos or linking to video channels. To that end, the Secretariat is piloting two new learning platforms: the United Nations System Staff College Moodle Workplace learning management system, which represents an opportunity for United Nations common system partnership and synergy, and iLearn Umoja, a solution developed internally by the Office of Information and Communications Technology. An objective of the pilot is that the two platforms will fulfil the business requirement of providing cost-effective delivery of impactful learning solutions that are widely accessible to all staff.

Annex III

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	Posts	Grade	Description	Reason for change
Executive direction and management	1	P-4	**Redeployment** of 1 Financial Management Officer from subprogramme 2, component 1, to executive direction and management	The functions of the post are aligned with the functional requirements of the Office of the Controller. The resource supports the Controller in the management of financial and budgetary matters, including presentations to all intergovernmental and oversight bodies
Subprogramme 2, component 1, Finance	(1)	P-4		
Executive direction and management	(1)	P-3	**Redeployment** of 1 Human Resources Officer from executive direction and management to subprogramme 3, component 1	To align post functions with the organizational structure
Subprogramme 3, component 1, Global strategy and policy	1	P-3		
Executive direction and management	1	P-2	**Redeployment** of 1 Associate Management and Programme Analyst from subprogramme 3, component 1, to executive direction and management	To align post functions with the organizational structure
Subprogramme 3, component 1, Global strategy and policy	(1)	P-2		
Subprogramme 1, component 3 Management advisory services (new)	1 1	P-5 P-4	**Redeployment** of 1 Senior Management and Programme Analyst and 1 Management and Programme Analyst from subprogramme 4 to subprogramme 1, component 3	To move the organizational resilience management capacity from subprogramme 4 to the new Sustainability and Resilience Management Unit under the Office of the Under-Secretary-General in subprogramme 1, component 3, and to achieve overall coherence in business continuity, as recommended by the Joint Inspection Unit in its report on business continuity in the United Nations system (JIU/REP/2011/6) and in the light of the experience gained in 2020. It will be proposed that 1 additional post (P-3) be transferred under the budget for the support account for peacekeeping operations for the period from 1 July 2022 to 30 June 2023
Subprogramme 4, Business transformation and accountability	(1) (1)	P-5 P-4		
Subprogramme 2, component 1, Finance	(1) (1) 2	GS (OL) GS (OL) GS (OL)	**Reassignment** of 1 Administrative Assistant and 1 Team Assistant as 2 Finance and Budget Assistants	To align post titles with post functions

Component/subprogramme	Posts	Grade	Description	Reason for change
Subprogramme 3, component 1, Global strategy and policy	(1)	P-5	**Abolishment** of 1 Senior Human Resources Officer	In line with the Secretary-General's initiative to rejuvenate the Secretariat and make it less top-heavy
	1	P-3	**Establishment** of 1 Human Resources Officer	In line with the Secretary-General's initiative to rejuvenate the Secretariat and make it less top-heavy. The Human Resources Officer will support the development of human resources policies and guidelines, as well as provide guidance on the interpretation of regulations, rules and policies
	2	P-2	**Establishment** of 2 Associate Human Resources Officers	In line with the Secretary-General's initiative to rejuvenate the Secretariat and make it less top-heavy. The Associate Human Resources Officers will support the planning, organizing, development and implementation of human resources communication strategies relating to the Organization's transformational human resources initiatives, contributing to a culture of agility, diversity and accountability
Subprogramme 4, Business transformation and accountability	(1)	GS (OL)	**Redeployment** of 1 Procurement Assistant from subprogramme 4 to section 29B, Department of Operational Support	With the implementation of management reform, the Vendor Review Committee comprising 1 post funded from the regular budget (Procurement Assistant (General Service (Other level)) and 4 posts funded from the support account are currently in subprogramme 4 with a functional reporting line to the Enabling and Outreach Service in the Department of Operational Support. In 2020, the posts were loaned to the Department to facilitate operations and other administrative matters. To streamline the structure and alignment of the post's resources within its current reporting line, it is proposed that the post funded from the regular budget be redeployed to the Department. It is also proposed that the remaining 4 posts funded from the support account be redeployed under the budget for the support account for peacekeeping operations for the period from 1 July 2022 to 30 June 2023
	(1)	P-5	**Reassignment** of 1 Senior Management and Programme Analyst as Senior Data Scientist	In line with the Secretary-General's data strategy
	1	P-5		
	(1)	P-3	**Reassignment** of 1 Management and Programme Analyst to Data Scientist	In line with the Secretary-General's data strategy
	1	P-3		
	(1)	GS (OL)	**Reassignment** of 1 Management and Programme Analysis Assistant as Data Science Assistant	In line with the Secretary-General's data strategy
	1	GS (OL)		

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

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