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Proposed programme budget for 2022

Part VIII

Common support services

Section 29B

Department of Operational Support

Programme 25

Management and support services

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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.



Foreword

Last year, I highlighted some of our achievements as a new Department making strides towards its goal of consistently delivering effective, expeditious, tailored and efficient enabling solutions to its global clients. At the time of writing, we could not have known that a global pandemic would so quickly test the new structures and processes put in place as part of the Secretary-General's reform effort. I am pleased to report that the Department was able to successfully navigate this unprecedented challenge and deliver upon its commitment to operational excellence and innovation. Notably, the Department worked closely with the Office of Information and Communications Technology and the Department for General Assembly and Conference Management to ensure the success of the first-ever virtual session of the General Assembly and, in the light of the ongoing pandemic, continues to ensure that risk mitigation efforts such as enhanced hygiene measures, physical barriers and additional air filtration systems are in place as staff return to the Headquarters campus.

This achievement in adaptability is also mirrored in our global operational focus, where the Department's end-to-end supply chain model proved resilient, capable and responsive to constantly shifting requirements while continuing to deliver planned goods and services without interruption. Early on, the Department secured cost-efficient contracts and ensured the timely delivery of ventilators to clients at a time when large orders from major global buyers had resulted in a shortage of ventilators in the market. Innovative solutions were also introduced to support procurement efforts, including the introduction of virtual tender openings and virtual business seminars. The Department will continue to build upon these adaptive measures this year by continuing to provide vendors from developing countries and economies in transition with cost-effective and safe alternatives to in-person events.

The past year has also highlighted how much we can achieve as an Organization through close inter-agency cooperation and partnership in the spirit of One United Nations. In May 2020, the Secretary-General called for the establishment of a United Nations system-wide task force on medical evacuations in response to the coronavirus disease (COVID-19) pandemic, under the leadership of the Department of Operational Support to ensure that United Nations personnel and partners are able to stay and deliver in the Organization's most difficult duty stations around the world. In 2020 alone, the task force mobilized and coordinated 117 medical evacuations, established hubs in Accra and Nairobi, and made arrangements with two hospitals in Costa Rica and one in Kuwait to allow for a responsive and effective mechanism to ensure that the Organization enables its staff to stay and deliver.

Indeed, in ensuring the continued health and safety of its personnel, the Department conducted virtual preventive health and hospital walkthroughs in 56 duty stations and 21 field mission hospitals to ensure that the requirements necessary for hospital and public health preparedness were in place. The Department also increased its efforts to address the mental health challenges facing staff throughout the globe, providing a wide range of mental health-related support to over 4,500 staff in 67 countries.

In human resources, a dedicated service was established to respond to urgent COVID-19 queries in less than one business day and, to strengthen capacity development, the Department rolled out a comprehensive online knowledge management platform, the Knowledge Gateway, to provide operational guidance to all client entities. Early on in the pandemic, on 16 March 2020, including through volunteers obtained through the intermediation of the Staff Union, the Department also established a 24/7 hotline to respond to queries and assist staff in New York.

The Department continues to foster partnerships with Member States and regional organizations, including the African Union and European Union, to achieve the scale and effectiveness needed to address complex challenges in line with its mandates, including through mutually beneficial mechanisms such as the triangular partnership project.

In 2022, projects aimed at reducing waste and promoting renewable energy to improve efficiency and increase the environmental sustainability of Headquarters will continue, as will efforts to improve the effectiveness of performance data analytics for decision-making and reporting.

As always, our commitment to leverage the structures established by the General Assembly to ensure rapid, effective and creative solutions for all entities to meet the challenges of their mandates is unwavering.

(Signed) Atul **Khare**
Under-Secretary-General for Operational Support

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

Overall orientation

Mandates and background

- 29B.1 The Department of Operational Support is the operational arm of the Secretariat and the client-facing interface for operational support matters in the Secretariat's management structure, which exists to support the objective of effective mandate delivery in partnership with Secretariat entities and other clients. Its mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [72/266 B](#) and [73/281](#). The Department delivers rapid, effective, efficient, responsible and customized enabling solutions that help partners meet their mandates, including in the most challenging operating environments.

Strategy and external factors for 2022

- 29B.2 In 2022, the Department will support effective mandate delivery through the provision of operational support for the implementation of partner decisions and the provision of operational capacity development and advisory services to clients and, in exceptional cases, exercise delegated authority on behalf of clients across the Secretariat.
- 29B.3 To implement the programme, the Department will partner with client entities to mutually define requirements and co-create solutions in the areas of end-to-end supply chain management, uniformed personnel support, human resources, capacity development, delivery of diverse training services, business process improvement, medical and transactional services and operational support solutions in information and communications technology through the Office of Information and Communications Technology.
- 29B.4 In addition, it will support entities within the Secretariat, such as small offices at Headquarters or in the field, that lack either a dedicated executive office or administrative unit or the capacity to meet the demands of surge requirements or other unusual circumstances.
- 29B.5 Internally, the Department will pursue the continuous improvement of its own support model as well as Secretariat-wide business processes, including through innovative pilot initiatives with internal and external stakeholders and building on the enablers deriving from the acceleration of digitization in response to the coronavirus disease (COVID-19) pandemic business continuity situation. The Department will proactively harness technology, data and new ways of working to deliver faster and better support, in line with its vision to be recognized for operational excellence in the service of the mission of the United Nations.
- 29B.6 For 2022, the Department's planned deliverables and activities reflect strengthened approaches that incorporate lessons from the COVID-19 pandemic. Such planned deliverables and activities include responsive advisory support to COVID-19-related human resources queries, building upon more adaptive approaches to operational training and capacity development initiatives, ensuring that proper prevention, risk mitigation and policy measures and occupational health and safety procedures are in place to reduce the burden of COVID-19 on operations, including field hospitals, strengthening overall crisis preparedness and ensuring that the procurement and delivery of goods and services remain adaptive and responsive to COVID-19-related challenges, including the coordination of a system-wide vaccine roll-out, which may continue into 2022. Specific examples of such planned deliverables and activities are provided under component 3 of subprogramme 1, and component 2 of subprogramme 2.
- 29B.7 With regard to cooperation with other entities, the Department will seek to build and develop relationships with internal and external partners to enhance its core role. This includes maintaining arrangements with the Department of Management Strategy, Policy and Compliance that integrate

and leverage the complementarity of the roles of the two Headquarters management departments, including the Management Client Board. The Department will continue to coordinate and foster mutually beneficial partnerships with key partners, including Member States and regional organizations, such as the African Union and European Union, to achieve the scale and effectiveness needed to address complex challenges in line with its mandates.

- 29B.8 With regard to inter-agency coordination and liaison, the Department will continue to advance the mutual recognition agenda and to seek collaboration opportunities and synergies in the spirit of One United Nations. To this end, the Department will continue its coordination with agencies, funds and programmes with regard to the recruitment of medical personnel for United Nations clinics and the training of health-care personnel, as well as the implementation of United Nations health-care standards, their governance and monitoring, and ensuring compliance with such standards. Furthermore, in May 2020, under the leadership of the Department, the United Nations System-Wide Task Force on Medical Evacuations in Response to COVID-19 was created to mobilize and resource an infrastructure to conduct medical evacuations of eligible persons who have contracted COVID-19 and cannot be treated locally. With the completion of the establishment phase, work will continue under the leadership of the Department in transitioning to a sustained medical evacuation mechanism. Utilizing the experience gained with United Nations system-wide cooperation efforts with regard to the medical evacuation of United Nations personnel, dependants and partners undertaken in response to the COVID-19 pandemic in 2020 and 2021, and in line with the recommendation of the First Line of Defence Task Force to the Executive Committee, the Vaccine Deployment Working Group, led by the Department, was also formed to work in parallel with the existing structures and in close coordination with the United Nations Medical Directors Working Group, the resident coordinator system and other system-wide entities to deliver the vaccine where needed.
- 29B.9 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) National institutions are supportive of efforts to improve the local health environment and facilities at mission locations;
 - (b) Troop- and police-contributing countries continue to cooperate to ensure the timely completion and implementation of memorandums of understanding in line with the requirements for the provision of troops, formed police unit personnel and contingent-owned equipment;
 - (c) Vendors are able to provide quality responses in a timely manner, including the delivery of goods and services on time;
 - (d) Vendors, in particular those from developing countries, participate in business seminars and apply for registration.
- 29B.10 With regard to the COVID-19 pandemic, the 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 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.
- 29B.11 The Department continues to integrate a gender perspective in its operational activities, deliverables and results, as appropriate, such as through improvement of the quality of health-care services delivered in United Nations operations worldwide in the area of women's health, and vendor outreach activities targeted at women-owned businesses. Through guidance and workforce planning toolkits developed for staffing initiatives, such as the senior women talent pipeline, the Department will also support and advise entities, upon request, to enable them in the exercise of their delegated authorities, including their gender parity targets. With regard to capacity-building, language and communications training sessions encompass the careful integration of a gender perspective in the design, development and delivery of substantive courses in the six official languages of the United Nations on how to use language in a gender-inclusive way.

- 29B.12 With regard to disability inclusion, under subprogramme 4, the Department plans to continue to upgrade the physical environment at Headquarters to promote inclusiveness by improving accessibility provisions for persons with disabilities for delegates, visitors and staff on the premises, as well as to continue efforts to enhance cleaning and disinfection at Headquarters.

Programme performance in 2020

Impact of COVID-19 on programme delivery

- 29B.13 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department. The impact included the postponement of deployments, rotations, repatriations, the delivery of training courses such as advanced first-aid courses and courses related to crisis communication, activities related to the delivery of the governance training programme, building maintenance work and construction projects. Specific examples of the impact are provided under all subprogrammes. The change in approach and postponement of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under component 3 of subprogramme 1, component 1 of subprogramme 2, and subprogrammes 3 and 4.
- 29B.14 At the same time, however, some planned deliverables and activities were modified, and new activities identified during 2020, within the overall scope of the objectives of the subprogrammes, in order to support clients on issues related to the COVID-19 pandemic. Those modifications and new activities included the adaptation of working methods to support clients and the continuity of United Nations operations, the acceleration of digital modernization to enable seamless business continuity and a shift to the utilization of virtual means, where possible, such as in the case of “walkthroughs” of United Nations medical facilities and tender opening ceremonies, as well as ensuring that the United Nations Headquarters facilities stayed open with adequate health and safety measures in place. Specific examples of the modified 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 component 3 of subprogramme 1, component 1 of subprogramme 2, and subprogrammes 3 and 4.
- 29B.15 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, 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 best practices and lessons learned include the utilization of virtual meetings instead of in-person meetings, where feasible, and the continuation of digitization efforts.

Legislative mandates

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

General Assembly resolutions

<p>72/266 A; 72/266 B; 73/281</p>	<p>Shifting the management paradigm in the United Nations</p>	<p>75/254 A–C</p>	<p>Programme budget for 2021</p>
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Deliverables

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

Table 29B.1

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

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Special Committee on peacekeeping operations	1	1	1	1

Evaluation activities

29B.18 The following self-evaluations completed in 2020 have guided the proposed programme plan for 2022:

- (a) Self-evaluation of recruitment process improvements;
- (b) Self-evaluation of the deployment process for uniformed personnel;
- (c) Self-evaluation of the Department's senior leadership team.

29B.19 The findings of the self-evaluations referenced above have been taken into account for the programme plan for 2022. For example, the self-evaluation on recruitment process improvements identified improvements to the process introduced during 2019 and helped prioritize the next set of changes in 2022 under component 1 of subprogramme 1. The self-evaluation on the deployment processes for uniformed personnel helped identify bottlenecks in the overall and downstream deployment processes, helping define the scope of further reviews of and improvements to processes in 2022 under component 2 of subprogramme 2.

29B.20 The following self-evaluations are planned for 2022:

- (a) Joint self-evaluation by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support of the efficacy of the Management Client Board;
- (b) Evaluation of the capacity development projects developed and/or delivered by the Capacity Development and Operational Training Service;
- (c) Evaluation of the United Nations system's HIV post-exposure prophylaxis (PEP) kit programme.

Programme of work**Subprogramme 1****Support operations****Component 1****Human resources support****Objective**

29B.21 The objective, to which this component contributes, is to strengthen the human resources capacity of all Secretariat entities, enable improved, simplified human resources processes, and offer the Organization talented and diverse staffing pools.

Strategy

- 29B.22 To contribute to the objective, the component will continue to provide timely and consistent specialized advisory support and guidance on the proper exercise of delegated authority in the area of human resources to human resources business partners across the Secretariat, and to support them in conflict prevention and resolution and other entity-specific operational needs.
- 29B.23 The component will also continue to improve, simplify, digitize and streamline human resources processes, tools and procedures, with due consideration for multilingualism and disability inclusion in various areas, such as recruitment, onboarding, administration of human resources forms and staff files, non-staff capacities and workforce planning. It will also provide modern testing and examination services and platforms.
- 29B.24 The component will furthermore offer high-quality and diverse talent pools of candidates by managing rosters across all job families. It will continue to administer the young professionals programme.
- 29B.25 The above-mentioned work is expected to result in:
- (a) Improved entity capabilities to accountably and efficiently exercise their delegated human resources authorities in support of the entity's mandate;
 - (b) Increased efficiencies and measurable reductions in currently existing delays and redundancies in operational human resources processes;
 - (c) Strengthened capacities for identification and recruitment of candidates and talent that are the best fit on a timely basis.

Programme performance in 2020

- 29B.26 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 focus on business continuity: digitization of human resources documents and forms

- 29B.27 In the light of the virtual office environment related to the COVID-19 pandemic and associated travel restrictions, entities developed workarounds to facilitate business continuity in a number of key human resources processes. The decentralized ad hoc solutions did not, however, consistently meet expectations, or were not compatible with cross-Secretariat policy requirements. In response, the component focused on new priority activities in order to provide responsive support to Secretariat entities on issues related to business continuity in the new virtual office environment during the COVID-19 pandemic. The subprogramme focused on fast-tracking the recommendations for the migration of tools, processes and reference materials to an online environment. Activities included a comprehensive review of physical human resources forms and documents in order to enable seamless business continuity of key human resources processes requiring physical signatures during and after the pandemic. Specifically, and in collaboration with other offices, the subprogramme has been working on a project to propose alternatives to current physical document and signature requirements in Secretariat-wide human resources processes, with a view to allowing for fully electronic solutions for more than 200 physical forms and documents, save for those requiring physical signature by the host State.
- 29B.28 Throughout the evolving situation, the component has also launched initiatives to support entities in adjusting to the new virtual office realities in the recruitment and rostering processes, allowing them to conduct assessments with candidates that were previously done in person online. For example, together with its partners in the Office of Information and Communications Technology and the Department of Management Strategy, Policy and Compliance, and taking into account the travel restrictions related to the pandemic, the component enabled the use of a "location-independent"

information technology tool which facilitates the organization of expert panels and the conducting of candidate interviews and assessments on a fully virtual basis.

Progress towards the attainment of the objective, and performance measure

- 29B.29 The above-mentioned work contributed to the objective, as demonstrated by the increased digitization and improved efficiency of human resources administration, forms, processes and candidate assessments (see table 29B.2).

Table 29B.2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Processes, forms and systems in the areas of human resources administration and candidate interviewing have physical documents and assessment requirements	Processes, forms and systems in the areas of human resources administration and candidate interviewing have physical documents and assessment requirements	<p>Paperless alternatives exist to physical document requirements in Secretariat-wide human resources processes (including medical, tax, travel and insurance processes), covering more than 230 forms and document types</p> <p>Candidate interviews and assessments, such as expert panels, held through a “location-independent” mechanism in line with policy, virtually gathering all required staff, ex officio panel members, notetakers and candidates from all around the world into virtual interview rooms</p>

Impact of COVID-19 on component delivery

- 29B.30 In response to the pandemic, the component identified new activities to support clients on issues related to COVID-19, within the overall scope of its objectives. The component provided responsive and tailored support to Secretariat entities on issues related to business continuity during the pandemic. With the outbreak of COVID-19, the component faced an increased need among client entities for faster advisory support, adaptive guidelines and extensive communication on policy application under exceptional circumstances related to the pandemic. Since the beginning of 2020, the component has provided fast and responsive advisory support on more than 1,100 COVID-19-related human resources queries from client entities, with a response time of less than one business day, supported more than 25 virtual briefings for entities on the pandemic and collaborated on more than 40 specialized human resources guidance documents, including detailed administrative guidelines and guidance on non-staff personnel, special measures for field entities, the education grant and rest and recuperation. The component has also been providing specific dedicated operational human resources support to entities most in need, typically to field missions, in recognition of their unique and difficult circumstances during the pandemic, and coordinating with colleagues in the Office of Human Resources to develop guidance, taking into account the needs of the field in areas such as travel, alternate and flexible working arrangements and return to premises.

Planned results for 2022

- 29B.31 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: the right people to be at the right place at the right time¹**Programme performance in 2020**

- 29B.32 The component provided operational support and specialized advice to human resources managers and business partners to enable client entities in the exercise of their delegated human resources authorities. The component also focused on providing client entities with improved and streamlined human resources processes, tools, enterprise systems and related guidance in the areas of recruitment, onboarding, operational workforce planning, non-staff capacities and candidate interviewing, testing and examination.
- 29B.33 The above-mentioned work contributed to a client satisfaction rate of 93 per cent among Secretariat human resources business partners with the advisory services on human resources management issues and an 82 per cent satisfaction rate for the human resources guidance materials provided to client entities by the component, which met the planned target of clients experiencing satisfactory advisory support and human resources guidance packages based on feedback from client entities, and volumes of service requests, reflected in the proposed programme budget for 2020. Client entities also benefited from improved and simplified human resources processes as indicated by satisfaction rates higher than 80 per cent among survey respondents who indicated having used the newly introduced process improvements in the areas of recruitment and onboarding.

Proposed programme plan for 2022

- 29B.34 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 offer diverse and high-quality talent pools of candidates by managing rosters and the young professionals programme. The component will also continue to improve and facilitate efficiencies in various human resources processes through streamlining, simplification and digitization while making effective use of technology, which will also enable business continuity of human resources administration for entities operating in special situations with limited access to a physical office environment. The expected progress is presented in the performance measure below (see table 29B.3).

¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

Table 29B.3
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Peacekeeping missions received dedicated human resources advice and support from the Field Personnel Division of the Department of Field Support, including in the areas of rosters, workforce planning and multidisciplinary visits	Secretariat-wide client entities will receive dedicated support and other advisory services in support of their operational human resources requirements	93 per cent of senior Secretariat human resources business partners are satisfied with the advisory services on entity human resources issues 82 per cent of senior Secretariat human resources business partners are satisfied with the human resources guidance materials provided	Clients are empowered to better execute delegated human resources authority through dedicated operational advisory support, have access to needs-based guidance packages and experience improved and simplified human resources processes	Clients are empowered to better execute their human resources mandates through timely and operationally sound guidance, and benefit from improved and increasingly digitized human resources processes

^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: reduced recruitment timelines of Secretariat entities²

Programme performance in 2020

- 29B.35 The component has designed, developed and launched process changes and innovative tools in multiple iterative cycles of process improvements to make the recruitment process faster and easier, with the objective of significantly reducing the administrative burden for the hiring manager. The component also assisted entities with training materials, advice and support in order to ensure increased use of the more efficient tools and process innovations. In that regard, the component established a dedicated online platform, on which human resources officers, hiring managers and recruiters can access training materials and raise questions about the newly introduced process changes, tools and system innovations.
- 29B.36 The above-mentioned work contributed to an average recruitment timeline of 158 days, which did not meet the target of 130 days, reflected in the proposed programme budget for 2021. The reason for missing the target may be partly attributed to the liquidity crisis and pause in regular budget recruitments. With over 150 entities in the Secretariat operating in more than 480 duty stations globally and under very different operational circumstances, identifying cross-cutting factors that significantly influenced recruitment timelines and are applicable to all entities is complex.

Proposed programme plan for 2022

- 29B.37 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 introduce innovative changes to the recruitment process. The component will also generate recommendations for policy changes that would enable more transformative changes to the process for improved efficiency and quality. For the process improvements in the online systems to translate into a

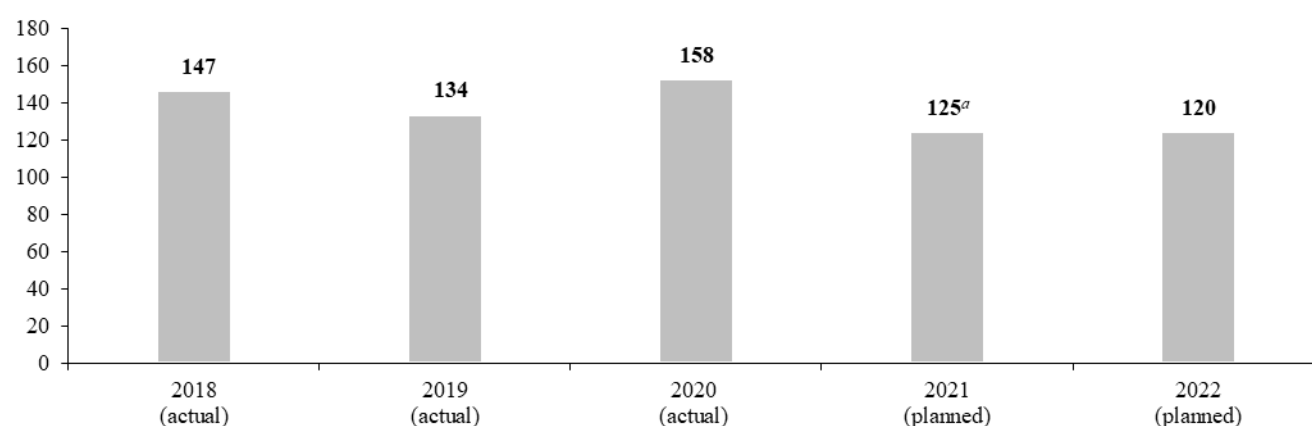
² As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

reduction of recruitment timelines, it is critical that entities engage in self-monitoring of their performance and make full use of the newly introduced improvements and system changes. In addition, managers will need to be sufficiently comfortable and motivated in the use of the new tools. Entities will need to fully embrace and capitalize on the newly introduced improvements and system enhancements. The component therefore recognizes the increased need to drive behavioural change at the level of hiring managers and recruiters. It will strengthen entity-specific communication, advice and capacity-building with regard to the adoption of the new Inspira tools so that entities can fully benefit from the use of the system innovations in ongoing and upcoming recruitment efforts. The expected progress is presented in the performance measure below (see figure 29B.I).

Figure 29B.I

Performance measure: recruitment timelines, by selection year

(Number of days)



^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 recruitment and administration of non-staff personnel**Proposed programme plan for 2022**

- 29B.38 The component has implemented dedicated support for client entities regarding the use, recruitment and administration of non-staff personnel across the United Nations Secretariat. It has published a comprehensive catalogue on non-staff modalities that provides managers and human resources practitioners with an overview, definition, rules and regulations, processes and information on the delegation of authority. The component also conducted a study on the use of consultants, individual contractors, interns, type II gratis personnel, experts on non-reimbursable loan and government-provided personnel. The study noted recommendations in the area of policy, processes and people (communication and capacity-building), as well as systems.

Lessons learned and planned change

- 29B.39 The lesson for the subprogramme stemming from the study was that it needed to include updated policies, comprehensive guidance materials for human resources practitioners and information materials for programme managers and non-staff personnel, and update existing recruitment modules in Inspira, as well as implement Umoja as the central system of record to further improve reporting on non-staff capacities. In applying the lesson, the component will focus on client-oriented process guidance and process improvements, as well as intensified capacity-building and sharing of information through a dedicated community of practice. In alignment with the process guidance, the component will also address the update of Inspira functionalities for consultants, individual contractors and interns, and lay the foundation for the implementation of a supply and demand

module in Inspira, which will facilitate the coordination with Member States of the provision of gratis personnel to the Organization.

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

- 29B.40 This work is expected to contribute to the objective, as demonstrated by experiencing improved and simplified processes and a recruitment model for gratis personnel (see table 29B.4).

Table 29B.4
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Secretariat-wide client entities manage non-staff personnel without consistent centralized support	Secretariat-wide client entities manage non-staff personnel with dedicated advisory support by one centralized focal point	Clients have access to a dedicated compendium for the recruitment and administration of non-staff personnel Clients benefit from a dedicated focal point for the recruitment and administration of non-staff personnel and set the priorities for the work programme based on their needs	Clients manage non-staff personnel and have access to needs-based guidance packages Clients benefit from a dedicated community of practice which prioritizes their needs and leverages best practice	Clients manage non-staff personnel responsibly and efficiently with the help of specialized operational advisory support and guidance Client entities experience improved and simplified non-staff processes for consultants, contractors and interns

Deliverables

- 29B.41 Table 29B.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 29B.5
Subprogramme 1, component 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: provide advice and guidance in response to service requests emanating from entities across the Secretariat on all human resources issues, including escalating to the Department of Management Strategy, Policy and Compliance for authoritative policy interpretation when necessary; administration of centralized competitive examinations and staffing programmes in the six official United Nations languages for at least 2,000 applicants, including the young professionals programme and language proficiency examinations; manage the placement of approximately 60 young professionals programme roster candidates and the reassignment of young professional staff members after their initial two years of service; manage up to 40 centralized generic job openings administered across 23 job families to populate rosters; provide tools, guidance and technical support to client entities regarding workforce planning, organizational design, recruitment strategies and non-staff modalities, including via field or virtual visits to entities; provide operational recommendations and feedback to the Department of Management Strategy, Policy and Compliance on all draft issuances, as well as submit proposed policy revisions based on an analysis of client needs; roll out human resource business processes improvements, including in the areas of recruitment, onboarding and modernization of staff administration, including through the development or use of new tools.

Component 2**Capacity development and operational training****Objective**

- 29B.42 The objective, to which this component contributes, is to ensure that all Secretariat entities have the necessary operational capacities to effectively deliver on the mandates entrusted to them.

Strategy

- 29B.43 To contribute to the objective, the component will develop and/or deliver diverse training and capacity development services in partnership with various offices of the Secretariat focused on operational needs, enhance knowledge management and strengthen the effectiveness of operational capacities through support for standardization and process improvement initiatives, incorporating linguistically diverse delivery modalities, where possible. The component will also deliver training programmes on various operational areas, including governance improvement, administration and support areas, supply chain management and eLearning modules for Umoja training across the Secretariat. The component will also work to broaden the linguistic diversity of United Nations personnel and commit to exploring and expanding the range and content of training programmes by optimizing existing in-house expertise.
- 29B.44 While certain in-person training initiatives will continue where required, the Capacity Development and Operational Training Service plans to develop greater online learning initiatives, with various eLearning, remote delivery and blended course design possibilities to gradually replace instructor-led classroom delivery.
- 29B.45 The above-mentioned work is expected to result in:
- (a) Stronger organizational governance by senior leadership teams, and better trained and empowered staff to support operational decision-making, resource management and improvement of operational processes;
 - (b) Cost-effective knowledge management and learning management platforms, reaching the widest possible spectrum of day-to-day practitioners across the Secretariat, and strengthening of awareness and competence with regard to resource stewardship and other operational responsibilities;
 - (c) Greater linguistic proficiency and diversity, and improved communication capacities across the Secretariat.

Programme performance in 2020

- 29B.46 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Online knowledge management platform in support of administrative and operational guidance: the Knowledge Gateway

- 29B.47 As part of the integrated policy and guidance framework for the United Nations Secretariat, the Knowledge Gateway was launched in April 2020 to assist practitioners in effectively performing their administrative and operational support functions, and to help staff members in their understanding of human resource directives and benefits. By providing guidance in an easy to navigate, thematically organized site, the Gateway enables users to find the relevant guidance needed to execute their functions accurately and effectively. It provides clear linkages between the guidance and the pertinent policies, and focuses primarily on providing practical user-friendly tips for the

application and implementation of and compliance with policy. In early 2021, an automated assistant was added to the site, so that users can receive responses to specific questions in real time.

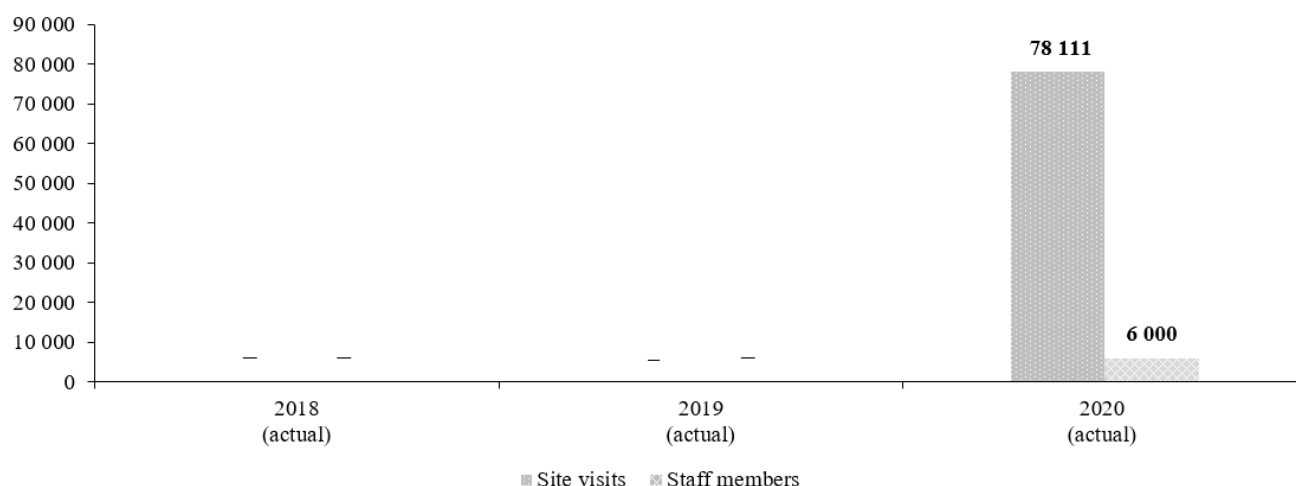
- 29B.48 Through close collaboration between the subprogramme and subject matter experts from the Department of Operational Support, the Department of Management Strategy, Policy and Compliance and other Secretariat entities, the Knowledge Gateway expanded from 37 administrative and operational support themes to 72 in the first nine months of its existence. Guidance related to the Knowledge Gateway includes standard operating procedures, guidelines, manuals, frequently asked questions, infographics, videos and process flows. Further, the Knowledge Gateway supports the use of peer-to-peer knowledge-sharing through the administrative and operational support communities of practice for practitioners.

Progress towards the attainment of the objective, and performance measure

- 29B.49 The above-mentioned work contributed to the objective, as demonstrated by a total of 78,111 site visits to the Knowledge Gateway since its launch in April 2020. As of December 2020, over 6,000 staff members and practitioners in the Secretariat had accessed the platform to leverage the administrative and operational support guidance available (see figure 29B.II).

Figure 29B.II

Performance measure: number of staff members and number of site visits to the Knowledge Gateway since its launch in April 2020 (cumulative)



Impact of COVID-19 on component delivery

- 29B.50 Owing to the impact of COVID-19 during 2020, the roll-out of the subprogramme's second year of operational training and capacity development initiatives was slowed down. While launch of the eLearning component of the Enhanced Training for High-level Operational Support programme was anticipated in late 2020, content revisions took longer than expected and its launch is now anticipated in the third quarter of 2021. The in-person component has been postponed due to ongoing travel restrictions. Most sessions of the governance training programme had to be cancelled, as it requires an in-person presence for the recipient entities and the instructor to achieve its aims and objectives. Human resources-related course design and development for Umoja had to be reconceived and adapted to the remote-working situation, with human resources partners and mentors no longer able to deliver in-person components and in-person events replaced with virtual ones.
- 29B.51 At the same time, however, the component identified new and modified activities to support clients on issues emerging during the COVID-19 pandemic, within the overall scope of its objective. In particular, the subprogramme changed the approach of language classes and transformed overnight the face-to-face language classes in six languages into online-only classes starting in March 2020.

One positive aspect has been the rapid acquisition by United Nations Secretariat staff of skills connected to the use and adaptation of online platforms and applications, facilitating the delivery of learning and training initiatives remotely, online or in a blended format. Regarding the governance training programme, three small entities agreed to participate in a pilot which involved the remote delivery of the programme and shorter, modified content in the second half of 2020.

Planned results for 2022

- 29B.52 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: strengthened capacities in developing and adopting strategic, systematic and better approaches to doing business³

Programme performance in 2020

- 29B.53 The component has executed the design, development and/or delivery of 35 capacity development projects in the fields of environment, finance, human resources, supply chain management, business process improvement, language and communication, medical and occupational health, information and communications technologies, project management, audits, boards of enquiry, organizational governance, knowledge management, the Enhanced Training for High-level Operational Support programme and facilities management, leveraging the centralized funding made available by the General Assembly for the enhancement of capacity development under the new paradigm introduced by the management reform.
- 29B.54 The above-mentioned work contributed to the delivery of fully integrated operational capacity development programmes across 14 operational themes that address capacity gaps and support decentralized authorities, which exceeded the target of nine functional areas reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 29B.55 The component will continue the work related to the planned result, in line with its mandate, and will assist clients in building and improving the operational capacities needed to exercise authority in an accountable manner for strengthened capacities to develop and adopt a systematic and improved approach to conducting business; increase skills, knowledge and expertise in performing their functions; and strengthen accountability. The expected progress is presented in the performance measure below (see table 29B.6).

³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

Table 29B.6
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Operational capacity development programmes delivered but inconsistent across pillars in comprehensively assessing capacity gaps and providing programmes that integrate business process improvement, training, systems and tools, including knowledge management	Fully integrated operational capacity development programmes delivered to address capacity gaps in three functional areas Initial capacity development and support programmes launched in support of decentralized authorities	Delivery of fully integrated operational capacity development programmes across 14 operational themes that address capacity gaps and support decentralized authorities	Fully integrated operational capacity development programmes underpinned by a knowledge management platform that offers a better user experience and addresses capacity development needs for practitioners and managers	Clients access integrated operational capacity development programmes, including processes supported by enterprise resource management Knowledge management platform with increased functionality provided through the application of state-of-the-art technologies

^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: further trend towards eLearning courses⁴

Programme performance in 2020

- 29B.56 Among the various online offerings, the component has supported the development of a human resources certification programme for practitioners across the global Secretariat. A new online course aimed at expanding the eLearning opportunities for human resources partners was rolled out in June 2020. Entitled “Onboarding in Umoja”, the course is designed to refresh the knowledge of human resources partners and/or obtain corresponding functional roles for performing the onboarding actions in Umoja. In addition, the component introduced the course “Resource management for certifying officers”, which is designed to emphasize the financial management responsibilities of certifying officers for the operations of the entity, with the online course covering topics across various functional areas such as travel and human resources, using scenario-based illustrations.
- 29B.57 The above-mentioned work contributed to online training of 1,200 human resources partners who registered for the “Onboarding in Umoja” course and applied various aspects of the onboarding procedures in Umoja, which exceeded the planned target of 850 staff reflected in the proposed programme budget for 2021.
- 29B.58 Furthermore, the above-mentioned work also contributed to the enrolment of 833 staff members in the “Resource management for certifying officers” course, of which 331 staff members successfully passed the course.

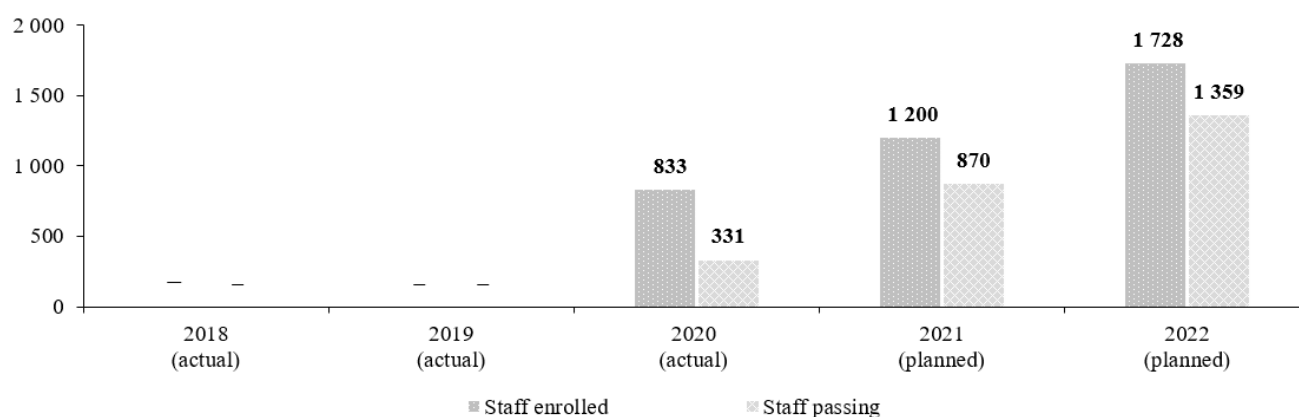
⁴ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

Proposed programme plan for 2022

- 29B.59 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 enhance learning and development opportunities for staff that blend content and subject matter across functional areas, including finance, budget, human resources and supply chains, in support of better decision-making and the enhancement of operational management skills. This new approach is also aimed at leveraging business intelligence with knowledge in the use of the enterprise resource planning system, and Inspira primarily, to bring together a platform for learners to better assess the impact of decision-making in the entity as a whole. The courses will incorporate a blended instructional design, with an emphasis on online courses to reach a greater audience, but through virtual or in-person training where necessary.
- 29B.60 To contribute to this progress, the component will refresh the Umoja training courses, with an emphasis on eLearning solutions, and undertake needs assessments of staff and entities, identifying opportunities for collaboration across functional areas and across other learning capacities of the Secretariat. The expected progress is presented in the updated performance measure below (see figure 29B.III).

Figure 29B.III

Performance measure: total number of United Nations staff enrolled and number of staff passing the “Resource management for certifying officers” course (cumulative)



Result 3: integration of Umoja training

Proposed programme plan for 2022

- 29B.61 Through the end of 2020, the component was involved primarily with the development of training capacity for human resources business partners and mentors at United Nations entities. The General Assembly, in its resolution [75/253](#), recommended the establishment of a sustainable structure within the component in support of Umoja and the mainstreaming of business and training resources. This resulted in resources to improve the design and delivery of Umoja training courses for various functional areas, including the integration of aspects of enterprise resource planning systems with related policies and operational procedures. The component, in close coordination with the respective business process owners, will develop required training courses to ensure that Secretariat staff members are equipped with the proper knowledge for effective use of Umoja for United Nations operational processes.

Lessons learned and planned change

- 29B.62 Based on assessments, the lesson for the component was the need to refresh out-of-date Umoja instructor-led training sessions, integrate them with other operational training sessions and expand the range of training opportunities in support of effective decision-making processes. Umoja role

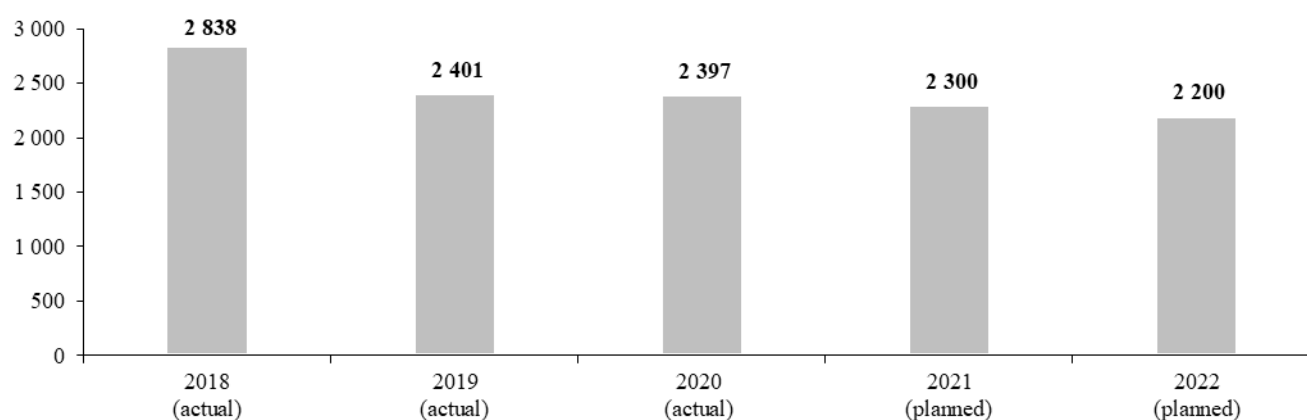
provisioning needs to be expanded and expedited through the availability of online certification programmes. In applying the lesson, the component will place an emphasis on the design of the self-paced eLearning courses by combining various learning methods, interactive materials, training videos, practical exercises, skill boosters, quizzes and participant feedback. The component will also embark on a structured assessment of how best to integrate Umoja-related needs into broader training offerings. The subprogramme will further enable human resources partners to resolve Umoja human resources issues in a more effective manner without escalating them to Umoja human resources service desks, through the Umoja human resources certification training, integrated with related human resources policies and operational procedures,

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

- 29B.63 This work is expected to contribute to the objective, as demonstrated by a reduced number of annual human resource services requests in Umoja (see figure 29B.IV). The component forecasts a reduction of 5 per cent in the number of Umoja human resources tickets per year attributable to the quality of self-paced Umoja human resources eLearning courses, the availability of online training for human resources partners in any geographical location and the strengthening of the knowledge of the network of human resources business experts and mentors in United Nations entities.

Figure 29B.IV

Performance measure: number of human resources service requests in Umoja (annual)



Deliverables

- 29B.64 Table 29B.7 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 29B.7

Subprogramme 1, component 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: in-person, online and blended capacity development programmes and initiatives; in-person and virtual governance improvement programme for approximately 100 senior leadership staff annually from 18 United Nations Secretariat entities; instructor-led and online language and communication training in all six official United Nations languages, including direct provision at United Nations Headquarters and other duty stations and additional promotion of comparable online language learning licences in 14 Secretariat entities for 1,000 staff members; training in the use of updated and simplified enterprise system workflows (like Inspira and Umoja), applying business process improvement methodologies; continuous promotion of best practices to simplify and harmonize operational processes, including through the expanded dissemination and customization of guidance through the Knowledge Gateway.

Component 3

Health-care management and occupational safety and health

Objective

- 29B.65 The objective, to which this component contributes, is to ensure the health and well-being of the United Nations workforce.

Strategy

- 29B.66 To contribute to the objective, the component will undertake comprehensive and detailed credentialing of United Nations health-care personnel and will implement systems for ensuring the appropriate qualifications and skills of health-care personnel who deploy to the field. The component will also provide leadership and technical support to the medical workforce of the United Nations system, including field missions (Secretariat and troop- and police-contributing country facilities), and United Nations clinics administered by the United Nations Development Programme (UNDP). The component will implement health-care quality and patient safety standards in all United Nations health-care facilities above level 1+ care. Compliance with these standards will be assessed through the review of health-care facilities, the training of medical officers in assessment methodologies and the review of data from the hospital evaluation tool. This component will further implement a clinical adverse event reporting system to support data collection for surveillance and reporting of risks, adverse events and other indicators of harm at different levels of health services in order to provide safer health care.
- 29B.67 To contribute further to the objective, the component will review, develop and promote programmes and policies to collect data on and reduce the burden of infectious disease among United Nations personnel worldwide, as well as develop evidence-based chronic disease prevention and health promotion programmes for implementation by United Nations medical services globally. The implementation of these activities will further strengthen the response and preparedness of United Nations duty stations for future public health emergencies, using lessons learned from the COVID-19 pandemic. The component will also implement modernized business processes, including the collection of work-related incident data using an electronic occupational safety and health record system; the improved capture of the causes of the first 20 days of sickness absence; and the integration of systems covering incidents, sickness absences, work-related medical evacuations and service-incurred compensation.
- 29B.68 The component will support clients on issues related to COVID-19 by maintaining awareness of developments in public health and the clinical management of COVID-19 and by providing expert advice on all aspects of United Nations operations in the context of a global pandemic. This includes circumstances in which COVID-19 affects Member State programmes or personnel (such as troop rotations), the use of protective equipment, diagnosis, isolation, quarantine and contact tracing, virus testing, vaccination, medical treatment and a dedicated COVID-19 medical evacuation capability. These activities include written guidance, virtual reviews of relevant sites and the provision of new services and equipment. The component will also undertake a COVID-19-specific review of the medical workforce, its training and the clinics and hospitals that support United Nations personnel. At United Nations Headquarters in New York, it will undertake workplace and meeting risk assessments in order to support the in-person components of the General Assembly and its committees, as well as other bodies such as the Security Council. It will also provide COVID-19 testing capability to support contact tracing for Member State delegations to the United Nations in New York.
- 29B.69 The above-mentioned work is expected to result in:
- (a) A reduced number of adverse events and preventable harm through an improvement in the quality of health-care services delivered in United Nations operations worldwide in the areas of women's health (in support of the strategy on gender parity), mental health (in support of

the strategy on mental health) and emergency response (in support of the strategy on the safety and security of personnel);

- (b) A reduction of adverse events and preventable harm by enhancing the health and well-being of personnel, thereby contributing to reduced absenteeism and presenteeism, and improved productivity in the workplace;
- (c) Improved and targeted interventions to mitigate occupational health and safety risks.

29B.70 The planned support on issues related to COVID-19 is expected to result in improved clinical management of COVID-19 cases in United Nations health-care facilities, improved compliance with public health and occupational health measures to reduce the risk of COVID-19 among United Nations personnel and improved responsiveness to COVID-19-related health-care workforce and policy needs.

Programme performance in 2020

29B.71 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

COVID-19 pandemic response and management

29B.72 During 2020, the component invested significant resources in the preparedness and readiness of United Nations duty stations and health facilities to facilitate an effective response to the COVID-19 pandemic, to protect staff health and safety and to help detect and slow down transmission of the virus.

29B.73 The component supported United Nations system-wide COVID-19 response efforts throughout 2020, including through the design and implementation of an electronic COVID-19 case-tracking system to capture laboratory-confirmed cases in the United Nations system globally; and development of more than 60 COVID-19 technical and operational guidelines for United Nations policymakers, managers, health-care workers and personnel, including on planning and preparedness, risk mitigation strategies, public health and outbreak prevention and management, clinical diagnosis and management, personal protective equipment, meetings and gatherings, and management of psychosocial needs. Guiding the response, the component also provided services that included risk assessments for the General Assembly, testing and contact tracing at United Nations Headquarters in New York and global medical evacuation services.

29B.74 Extensive training, awareness-raising and communication to United Nations personnel and medical staff were undertaken through weekly COVID-19 webinars (in which the average participation was more than 200 United Nations health-care workers per webinar), the development of communications materials (e.g. posters, answers to frequently asked questions, presentations) and support of the United Nations COVID-19 website. A new COVID-19 eLearning platform for both iOS and Android users was also created to equip all United Nations personnel, including peacekeepers, with the knowledge and skills to protect themselves and their colleagues from COVID-19 infection.

29B.75 The component further provided operational guidance to all United Nations duty stations on the investigation and management of COVID-19 outbreaks. An electronic COVID-19 outbreak reporting app was created with partners for seamless electronic reporting by field medical and public health personnel of COVID-19 outbreaks occurring in United Nations locations globally. In addition, a COVID-19 monitoring and verification app was created for monitoring the compliance of field missions with all necessary public health measures, particularly with regard to uniformed personnel in contingent settings, who were at high risk due to congregate settings allowing limited physical distancing. The component's counselling office further shifted its usual work type and delivery to ensure that COVID-19-related stress was addressed, resulting in 4,519 individuals participating in 669 online psychosocial training sessions held throughout the year.

- 29B.76 Due to the restrictions on global travel, the component devised an innovative approach to COVID-19 prevention efforts for field missions. Starting in June 2020, comprehensive virtual (video) public health walkthroughs were conducted by the component, covering 22 duty stations, 43 contingents and 56 level 1 clinics across six field missions (United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), United Nations Assistance Mission in Afghanistan (UNAMA), United Nations Mission in South Sudan (UNMISS) and United Nations Support Office in Somalia (UNSOS)). Each walkthrough included comprehensive stakeholder interviews with high-ranking civilian and military officials, and hours of “live” video walkthroughs of contingent camp accommodations, isolation and quarantine facilities, communal dining and prayer areas, and contingents’ level 1 clinics (including triage, screening and isolation areas). Checklists, based on United Nations and World Health Organization (WHO) standards and guidelines, were developed to guide the interviews and walkthroughs. At the end of each mission’s walkthrough, a comprehensive report on best practices and recommendations for improvement was compiled and shared with the mission and other locations for collective learning.
- 29B.77 In July 2020, the component also conducted further virtual walkthroughs of 21 level 1+, level 2, level 2+ and level 3 hospitals in 11 missions. The patient tracer methodology was used to observe (through role-play) the protocols, procedures and patient flow that United Nations medical staff utilize when receiving suspected COVID-19 patients. Observations collected were used to form a complete evaluation of each hospital’s readiness in alignment with United Nations health-care quality and patient safety standards and the WHO rapid hospital readiness checklist for COVID-19.

Progress towards the attainment of the objective, and performance measure

- 29B.78 The above-mentioned work contributed to the objective, as demonstrated by the compliance of all 21 hospitals with the WHO rapid hospital readiness checklist for COVID-19 (see table 29B.8). From the start of the pandemic to the end of 2020, the United Nations system recorded a total of 8,473 laboratory-confirmed COVID-19 cases among United Nations personnel and dependants. Within this group, there were 92 deaths, an overall case fatality rate of 1.1 per cent. While it is difficult, in the midst of the pandemic, to ascertain precisely the impact and effectiveness of the component’s global mitigation actions, the combination of the above measures likely contributed significantly to the prevention of COVID-19 morbidity and mortality among the United Nations population globally.

Table 29B.8

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	100 per cent of assessed United Nations hospitals comply with the WHO rapid hospital readiness checklist

Impact of COVID-19 on component delivery

- 29B.79 Owing to the impact of COVID-19 on travel during 2020, the component postponed the delivery of the master trainer course on buddy first aid and the field medical assistant courses. Due to COVID-19-related travel restrictions, the component was not able to provide in-person advice and support to missions and duty stations on preventive measures and outbreak management support. Furthermore, the training to be provided to the chief medical officers in order for them to become assessors of the health-care quality and patient safety standards was postponed. Due to the impact of COVID-19, a comprehensive review of the public health elements of the Medical Support Manual

for United Nations Field Missions, a document which guides all troop-contributing countries, was postponed.

- 29B.80 At the same time, however, the component identified new activities to support clients during the pandemic. It developed more than 60 COVID-19 guidance documents to advise United Nations personnel, health-care providers and United Nations organizations on infection prevention and control, personal protective equipment, outbreak management, basic precautionary measures, isolation and quarantine, and testing and clinical evaluation and management. A novel case-reporting dashboard and outbreak reporting tools were created to capture COVID-19 cases from all United Nations entities, including Secretariat and non-Secretariat entities.
- 29B.81 Additionally, dedicated public health experts supported hundreds of outbreak investigations globally and provided technical support to missions and duty stations. In 22 duty stations, comprehensive virtual walkthroughs of 43 contingents' camp settings and 56 level 1 clinics were conducted in six missions (MINUSCA, MINUSMA, MONUSCO, UNAMA, UNMISS and UNSOS). These inspections looked at the implementation of COVID-19 outbreak preventive measures. The component also created a new monitoring and verification tool to assist contingents in tracking detailed adherence to COVID-19 prevention measures in their missions.
- 29B.82 Virtual walkthroughs were also conducted at 21 hospitals in 11 missions to ensure that WHO requirements regarding hospital preparedness for COVID-19 were met. The assessment of a field hospital's compliance with the United Nations health-care quality and patient safety standards was also conducted virtually. Seventy-eight global webinars were organized for medical personnel in order to improve capacities to support Member State and United Nations personnel on issues related to COVID-19, including outbreak management, infection control, treatment of severe cases and vaccine administration.
- 29B.83 Regarding occupational safety and health activities, 2,278 in-home and on-site COVID-19 polymerase chain reaction (PCR) tests were conducted for staff of permanent missions to the United Nations in New York, United Nations system personnel and household members. In addition, 283 COVID-19 cases reported by staff were followed up clinically. Seventy-five events required contact tracing, and appropriate testing was undertaken. The COVID-19 reintegration plan was developed for United Nations Headquarters. In support of the General Assembly, 105 meeting risk assessments were conducted. Globally, 206 COVID-19 medical evacuations were directly or indirectly supported. To support reporting globally, an electronic system was developed for the confidential self-reporting of COVID-19 cases and vaccinations in order to enable more accuracy in the United Nations system COVID-19 dashboard.
- 29B.84 Staff counsellors extended their consultations and training to all United Nations staff, with expanded offerings in different time zones and the incorporation of sessions in French. Through these efforts, 4,519 staff in 67 countries received mental health-related support in 2020. The new activities and deliverables contributed to results in 2020, as specified in the emerging result above.

Planned results for 2022

- 29B.85 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: improvement in survival of peacekeepers after injury, through integrated trauma care⁵

Programme performance in 2020

- 29B.86 The component has developed a course and a handbook to guide the training of field medical assistants in order to enable advanced first aid to be delivered in the field. This is a capability that

⁵ As reflected in the proposed programme plan for 2020 ([A/74/6 \(Sect. 29B\)](#)).

is not uniformly present in all troop- and/or police-contributing countries, but it is critical to the survival of the injured. The ability of field medical assistants to start fluid replacement at the point of injury, or to secure an airway to keep a casualty breathing, can make the difference between the survival and death of the injured. The advanced first aid course, which is at a higher level than the buddy first aid course, helps field medical assistants to develop and maintain the right skills to provide adequate care at the point of injury in field duty stations, thereby improving survival rates. The second and third courses to validate the training material for the field medical assistant course were postponed due to travel restrictions related to COVID-19.

- 29B.87 The above-mentioned work contributed to the delivery of the first buddy first aid course in Morocco in February 2020, which all 21 trainees passed successfully, which exceeded the planned target reflected in the proposed programme budget for 2020. Reporting against the planned targets of increasing survival rates at the point of injury as well as an increased percentage of casualties who arrive at a hospital alive and who are discharged alive has not yet been possible due to methodological difficulties in collecting the data.

Proposed programme plan for 2022

- 29B.88 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 conduct the second and third field medical assistant pilot courses and adjust the field medical assistant curriculum based on the pilot courses in 2021 and 2022, and then proceed with the planned handover to subprogramme 3 for future implementation. The expected progress is presented in the performance measure below (see table 29B.9).

Table 29B.9

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Buddy first-aid course: 11 new master trainers certified, now authorized to train trainers using the approved curriculum in their respective troop-contributing countries	Buddy first-aid course: 10 master trainers certified; first troops fully trained in the new buddy first aid standard deployed, resulting in improved standard of care at point of injury; pilot course for medical assistants in the field and courses for master trainers developed and delivered, resulting in troop-contributing countries having a training framework using the approved course curricula	Buddy first aid training was conducted in Morocco in February 2020. A total of 21 trainees attended the course, all of whom passed and received their certification	Field medical assistant course; launch of the second pilot/proof of concept and implementation of the trauma register system to track casualties who arrive at a hospital alive	Field medical assistant course; launch of the third pilot/proof of concept; adjustment of the field medical assistant course curriculum based on lessons learned from pilot courses; increased number of field medical facilities providing inputs to the trauma registry

^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.

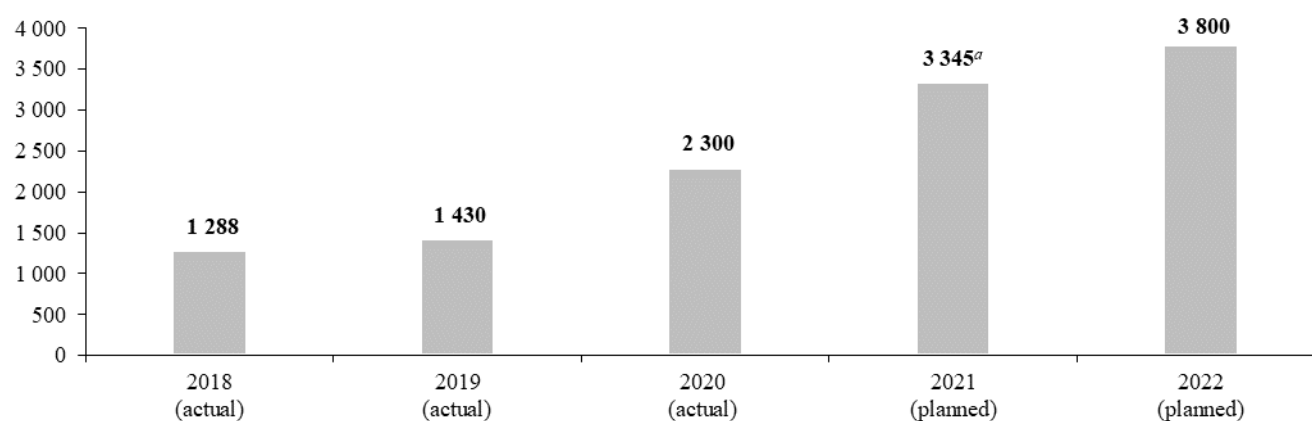
Result 2: high-quality health care through ensuring a competent medical workforce⁶**Programme performance in 2020**

- 29B.89 In 2020, the component developed and implemented a standard operating procedure to guide the Headquarters-level credentialing of health-care workers deployed to all field duty stations. In addition, under the delegation of authority framework, a separate standard operating procedure for chief medical officers and managers of UNDP-administered clinics was developed on the decentralized credentialing of medical personnel deployed to the field. The component also created a technical skills framework on the minimum professional standards for medical personnel to better guide the credentialing process, and to support hiring managers in the field during the recruitment process for health-care workers. The component also rolled out the health-care quality and patient safety standards to hospitals in the field. As of 2020, a total of 79 hospital commanders had been trained to implement these standards in their health-care facilities.
- 29B.90 The above-mentioned work contributed to 2,300 health-care worker clearances being processed by the Department, which did not meet the planned target of 3,230 health-care workers credentialed, reflected in the proposed programme budget for 2021. This was due to reduced and/or postponed rotation of the medical staff of troop- and police-contributing countries due to COVID-19.

Proposed programme plan for 2022

- 29B.91 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 improve the credentialing process in compliance with the standard operating procedures and the technical skills framework and will begin implementation of the delegation of authority to chief medical officers and UNDP health managers. The component will also ensure that credentialed health-care staff work in health-care facilities that meet the United Nations health-care quality and patient safety standards by developing, updating and maintaining an eLearning platform for the training of health-care professionals in implementing the standards in United Nations health-care facilities. The work will also evolve to include the development of an eLearning platform for at least 10 assessors of the standards. The expected progress is presented in the performance measure below (see figure 29B.V).

Figure 29B.V

Performance measure: total number of health-care workers credentialed (cumulative)

^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.

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

Result 3: occupational safety and health incident-reporting system linking workplace incidents with related health data

Proposed programme plan for 2022

- 29B.92 In order to identify and address the workplace issues that result in injuries, illnesses and costs, the component has developed an electronic incident reporting system on the same platform as its electronic medical records system, as required by the Secretary-General's bulletin on the introduction of an occupational safety and health management system (ST/SGB/2018/5). The system supports desktop and mobile applications through which staff can report workplace-related health and safety accidents, incidents and exposures for the attention of medical staff. Medical staff in turn can trigger incident reports if a patient's illness or injury is indeed considered work-related, and can classify incidents according to medically established categories. The component has established a mechanism to link each incident with medical cases, including for incidents in which more than one person is affected. The system links the incident to associated sick leave, medical evacuations or compensation costs, providing for the first time an evidence-based assessment of the financial and operational impact of workplace injuries and illness lasting longer than 20 days. The component is finalizing procedures and user guides to ensure consistency in use, with the aim of reducing the costs to the Organization associated with sick leave.

Lessons learned and planned change

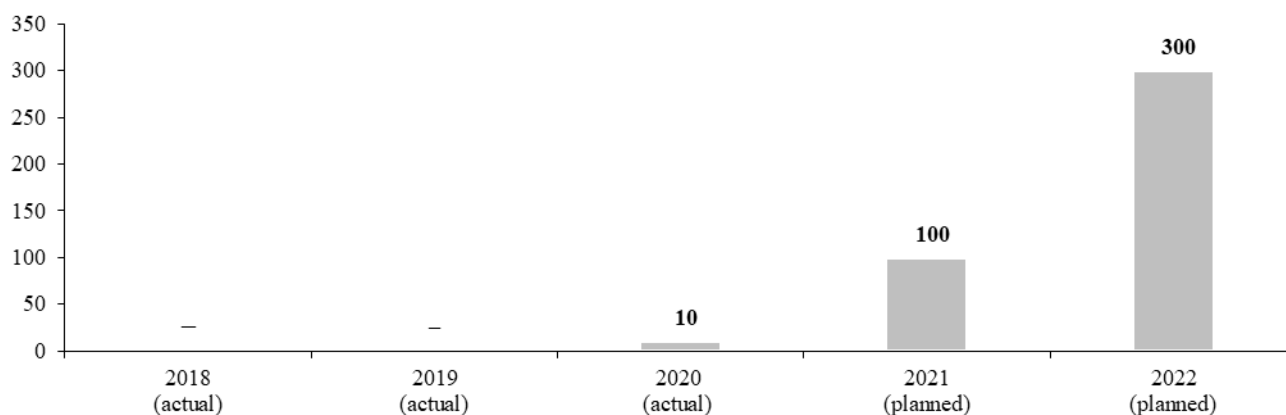
- 29B.93 The lesson for the component was that personnel capability and reporting capacity must align. While the software development is complete, and the workflows are in place, the analysis of more than 200 incidents recorded during 2020 has been deferred due to personnel resourcing constraints associated with the COVID-19 pandemic. However, 10 actionable mitigation measures were put in place in 2020, most of which were pandemic-related. In applying the lesson, the component will increase the responsibility of entities to review and analyse incidents, including through the identification of actionable mitigation measures, rather than relying on Headquarters to perform these tasks. The component will undertake beta testing and piloting in missions, and train safety officers and safety focal points on the use of the system. In 2022, the component will further refine data entry and analysis, introduce the programme in locations where professional safety officers exist and continue to develop reports and dashboards that provide managers at all levels with near real-time health and safety data that can be used to meet the Organization's duty of care to its staff and to those who are affected by its work.

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

- 29B.94 This work is expected to contribute to the objective, as demonstrated by a total of 300 actionable mitigation measures completed and verified in 2022 (see figure 29B.VI).

Figure 29B.VI

Performance measure: number of actionable mitigation measures completed and verified per year (annual)



Deliverables

- 29B.95 Table 29B.10 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 29B.10

Subprogramme 1, component 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: initiatives emerging from requests of supported entities.

Occupational safety, health and well-being: credentialing process for health-care personnel, in compliance with the standard operating procedures and the technical skills framework; initiation of the delegation of authority to chief medical officers and UNDP health managers for the credentialing of health-care personnel; medical clearance of 3,200 personnel for recruitment and travel, and immunization of about 3,300 personnel annually; psychosocial services, including mental health services; oversight of occupational health and safety services, including risk assessments, policies, tools, training, preparedness assessments for 22 duty stations, incident reporting systems, incident investigation, auditing of 22 duty stations and vendor compliance with policies, guidelines and quality/safety standards; oversight of field medical services, including auditing of 20 field medical evacuations and assessment of three field hospitals for compliance with health-care quality and patient safety standards; training of all hospital commanders in the implementation of health-care quality and patient safety standards and training of 10 United Nations medical personnel in assessing those standards; clinical governance of field health-care facilities through clinical audits and clinical pathways; review of patient experience surveys to improve the quality of care in health-care facilities; audit of long-term sick leave cases in 20 field duty stations; organization of monthly educational webinar sessions for medical personnel; training 60 persons on occupational health and safety issues; organization of field occupational safety training course; comprehensive guidance provided for public health emergencies; and assessment of emergency preparedness, including for mass casualty events, to identify capability gaps.

Subprogramme 2 Supply chain management

Component 1 Integrated supply chain management

Objective

- 29B.96 The objective, to which this component contributes, is to ensure the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by the United Nations Secretariat client entities.

Strategy

- 29B.97 To contribute to the objective, the component will continue to develop and implement category management strategies, an industry standard practice with a strategic approach to sourcing solutions by organizing the acquisition of related goods and services into discrete groups by area of spending, supply markets and fulfilment of client needs. The component will also refine and update the global demand and acquisition plan, determining total requirements of client entities and identifying sourcing options. The component will continue to maintain the list of strategic goods and services sourced through Headquarters operational support to improve risk management in procurement. Furthermore, the component will intensify its outreach efforts, including through targeted outreach to Member States based on a category management approach and further strengthening of the use of business seminars, in particular for vendors from developing countries and countries with economies in transition.

- 29B.98 The component plans to support clients on issues related to COVID-19 by establishing and managing charter agreements for the continuation of support for medical evacuation, including for COVID-19, as applicable, and provide procurement support to clients for the sourcing and delivery of medical supplies and equipment. Also, throughout 2022, the component will continue to support the vaccination programme for United Nations personnel. The focus will remain on procurement and distribution of the vaccine and ancillary products such as cold chain equipment, needles and syringes. It is anticipated that United Nations staff and dependants entitled to be vaccinated through a United Nations programme will have received their vaccine by the end of the second quarter of 2022. In terms of facilities and infrastructure, a rethinking of accommodation configurations, as well as availability of service to ensure high hygienic standards, will require the provision of medical support and engineering expertise to design and establish, or refurbish, field camps and clinics, as well as the provision of medical supplies and equipment. Based on the lesson learned from the COVID-19 pandemic, the component will continue reviewing and revising its guidance and procedures, and adapt them to high-threat environments and movement limitations, while maintaining core operations.
- 29B.99 The above-mentioned work is expected to result in:
- (a) Improved alignment of the needs of clients with the capability of suppliers, and the availability of the right goods and services at the right time, while taking into consideration whole life-cycle costs;
 - (b) Improved visibility of global requirements and improved guidance for client entities on cost-effective and efficient sourcing and delivery solutions, such as global/regional systems contracts, local procurement, letters of assist or memorandums of understanding, or the leveraging of existing stock maintained in strategic deployment stocks or United Nations reserves or surplus from other entities, thereby avoiding the cost of additional procurement;
 - (c) Optimal sourcing options for client entities to satisfy client demand in the most efficient and effective manner, and the avoidance of an organization's reputational risk in sensitive areas such as arms and ammunition and life-saving drugs, including blood and blood-related products, and the standardization of goods and services based on multiple clients' requirements;
 - (d) A more diversified vendor roster for different categories of goods and services, facilitating effective international competition.
- 29B.100 The planned support on issues related to COVID-19 is expected to result in ensuring that an adequate supply of vaccines, medical equipment and supplies and transportation services remains available to support the activities of clients.

Programme performance in 2020

- 29B.101 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Timely response to the COVID-19 pandemic: the first resilience test of United Nations supply chain management

- 29B.102 The year 2020 was the first real test of resilience for the component in providing timely medical supplies, testing kits and equipment to its clients in response to the COVID-19 pandemic. From the early stage of the pandemic, the component proactively engaged with client entities to prepare for and be able to rapidly and effectively respond to COVID-19. A supply chain impact analysis was conducted to guide missions on the early ordering of goods and services, along with stock replenishment to mitigate the potential impacts of airspace and border closures. The medical supplies and equipment required in response to the pandemic were sourced and delivered through intense collaboration between the Logistics and Procurement Divisions, the United Nations Logistics Base and other stakeholders. The proactive action to centralize procurement activities played a significant

role in the timely response to field mission requirements, while ensuring cost-effective solutions. For example, the United Nations finalized contracts for ventilators in late March 2020, at the same time that major buyers were entering the market with huge orders. Just a few weeks later, the market was completely saturated with orders, and credible suppliers were unable to commit to delivering supplies before September or October 2020.

Progress towards the attainment of the objective, and performance measure

- 29B.103 The above-mentioned work contributed to the objective, as demonstrated by the sourcing and delivery of medical equipment and supplies to fulfil clients' requirements, the establishment of standby air charter and air ambulance agreements to fulfil 24/7 medical evacuation support and passenger transportation needs, and the provision of guidance on other operations within the COVID-19 pandemic environment, such as isolation wards, quarantine facilities, the configuration of barracks for troop- and police-contributing countries, patient transfer, and storage and transportation of human remains (see table 29B.11).

Table 29B.11
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	<p>Medical supplies and equipment for all client entities, including peacekeeping missions, special political missions, regional commissions and offices away from headquarters</p> <p>117 United Nations staff members medically evacuated through 11 standby air charter agreements and 10 air ambulance services</p>

Impact of COVID-19 on component delivery

- 29B.104 Owing to the impact of COVID-19 during 2020, the component postponed deployments, rotations and repatriations from March to June 2020, resulting in a backlog of movements of 168 units and in excess of 80,000 passengers, along with the cancellation of flight service vendor on-site audits, bidders conferences, advance assessment and predeployment visits to troop- and police-contributing countries to address the critical needs of clients to respond to the COVID-19 pandemic, onboarding of staff due to travel restrictions, and business seminars to diversify the pool of potential vendors, particularly those from developing countries and countries with economies in transition. Key projects associated with renewing contracts for medical equipment and medical consumables were suspended for most of the year, and therefore delayed by approximately 12 months. Additionally, and although substantial progress had been achieved, completion of the category management strategies was delayed by the need to respond to the COVID-19 pandemic first, and the vaccination effort. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.
- 29B.105 At the same time, however, the component modified activities to support client entities on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely by refocusing its efforts from in-person interactions to web-based solutions, where applicable, and organizing virtual workshops with vendors, particularly vendors from developing countries and countries with economies in transition, which allowed the workshops to be held safely despite the pandemic. The component also provided support to clients in responding to COVID-19 by centralizing the sourcing and distribution of medical supplies and equipment; ensuring supply chain resilience, including

through supply chain impact analysis to respond to COVID-19; identifying and making quarantine and isolation arrangements; freight forwarding and medical transportation; managing and transporting human remains; and disposing of COVID-19-related hazardous medical waste. The component negotiated standby arrangements with regard to air charter agreements, including air ambulances, provided 24/7 support to the United Nations System-Wide Task Force on Medical Evacuations in Response to COVID-19 that supported 117 medical evacuations from all parts of the world, and established and managed 12 global contracts for standby air arrangements and 11 contracts for air ambulances. These deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 29B.106 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: towards an efficient and effective supply chain function⁷

Programme performance in 2020

- 29B.107 The component has continued to improve the supply chain planning framework by developing tailored solutions based on a client segmentation approach to providing support services to all the entities in the United Nations Secretariat. In 2020, the global supply chain plan (formerly the global demand and acquisition plan), in addition to encompassing peacekeeping missions, included for the first time the demand, source and delivery plans of special political missions, thus maximizing the benefits of plan rationalization using a category management approach. The component continuously analysed the global demand for goods and services and offered a clearly marked sourcing solution based on global and regional system contracts, through local procurement or by leveraging existing reserves and stocks, and surplus from other entities, or through Member States under letters of assist or memorandums of understanding. The component also issued improved guidance to client entities, with an updated procurement manual, and detailed supply chain operational guidance documents on thematic areas such as cooperation, enabling client entities to efficiently perform their delegated authorities. This was further strengthened with a virtual conference of chief procurement officers and the launch of a procurement community of practice, rounding out the strategic advice towards implementation of the client entities' mandates.
- 29B.108 The above-mentioned work contributed to the development of a total of 15 category strategies, which included the refinement of and updates to six categories from 2019, which did not meet the target of 20 category strategies reflected in the proposed programme budget for 2020. The target of 20 category strategies could not be met due to the reprioritization of the component's work to respond to the COVID-19 pandemic.

Proposed programme plan for 2022

- 29B.109 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's work will evolve to include the conduct of follow-up activities to implement the category strategies developed during 2021. By 2021, the component expects to complete the development of all category strategies identified and proceed in 2022 with the implementation plan. The component will be developing sourcing solutions, for example, systems contracts, turnkey contracts or letters of assist with Member States, to satisfy the different client segments. The expected progress is presented in the performance measure below (see table 29B.12).

⁷ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

Table 29B.12
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
—	8 category strategies for sourcing available	9 additional category strategies for sourcing available 6 categories refined and promulgated	30 additional category strategies for sourcing available	Readily available sourcing solutions for goods and services to satisfy the requirements of different client segments (special political missions, peacekeeping missions, offices away from headquarters and regional economic commissions)

^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 planning with long-term forecasting enabled by Umoja and a systematic approach to enhance outreach efforts for United Nations procurement in developing countries and countries with economies in transition⁸

Programme performance in 2020

- 29B.110 The component has worked on innovative solutions, maximizing economies of scale through continuous improvement of the supply chain planning framework by developing tailored solutions based on a client segmentation approach to provide support services to all the entities in the United Nations Secretariat. The component conducted 21 business seminars for vendors from developing countries and countries with economies in transition and developed a set of key performance indicators measuring, among other things, the number of seminar attendees registering in the United Nations Global Marketplace and the number of attendees invited to tenders in different categories, including with a specific focus on areas such as disaster relief, security and logistics and health care. Satisfaction surveys were shared with all business seminar participants in the six official languages of the United Nations to explore opportunities for improvement with regard to any future engagement with potential vendors. The component also developed standard operating procedures for vendor outreach activities and established a partnership with a global non-governmental organization to encourage women-owned businesses to participate in procurement opportunities. Additionally, the component enhanced the vendor registration process by allowing vendors to submit required supporting documents to register as a potential vendor in any of the six official languages and further increased transparency by conducting public tender opening ceremonies virtually.
- 29B.111 The above-mentioned work contributed to the roll-out of the global demand and acquisition planning functionality, which was enabled by Umoja Extension 2, which met the target planned for 2020 and will lead to improved data visibility and better sourcing options going forward and result in more timely delivery of goods and services at competitive pricing.

⁸ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

Proposed programme plan for 2022

- 29B.112 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 leverage the data collected through the category management approach and strengthen coordination with the Member States and chambers of commerce. The expected progress is presented in the performance measure below (see table 29B.13).

Table 29B.13

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
First roll-out of the global demand and acquisition plan to provide full and timely visibility of requirements	Refinement of the global demand and acquisition plan with potential improvement in organizational efficiencies through possible shifting from new procurement to existing sourcing	Global demand and acquisition plan enabled by Umoja Extension 2 to provide improved data visibility and sourcing options for the timely delivery of goods and services at a competitive cost	Global demand and acquisition plan with forecasting capability based on consumption pattern and thereby improved utilization of cost-effective sources by client entities for the timely availability of the right goods and services required by clients	Better forecasting capability, allowing for the utilization of cost-effective sources by client entities for the timely availability of the right goods and services required by clients

^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: automation and modernization of the supply chain**Proposed programme plan for 2022**

- 29B.113 The component has been identifying clients' needs to effectively meet their requirements through strategic sourcing with quality goods and services at a competitive cost. The component has worked closely with all clients and stakeholders to transition the demand and acquisition planning process from the 2018 initial plan to include advanced analysis and provide specific guidance on new sourcing or the use of available stocks or reserves. In 2020, the component expanded the planning framework to include special political missions, which is expected to be further refined in the coming years to be fully supported by Umoja Extension 2. The planning framework in 2022 is envisaged to have full forecasting capability, which will be coordinated with the category managers.

Lessons learned and planned change

- 29B.114 The lesson for the component was that the Organization needed to increase and move faster with investment in technology for automation and modernization of the United Nations supply chain through, among other things, a warehousing and distribution network, diversified delivery options with smaller drones for remote locations and globalization through interoperability and partnerships with other organizations, while keeping centralized accountability for fast decision-making. In applying the lessons, the component will focus on timely completion of the full deployment of the Umoja Extension 2 supply chain modules of demand planning, source planning and supply network planning. At the same time, the component will continue rolling out e-tendering solutions to modernize the procurement process and will work with industry experts and interested Member

States to conduct a test run to assess the feasibility of utilizing aerial logistics drones in peacekeeping environments to deliver critical lighter logistical items in remote areas.

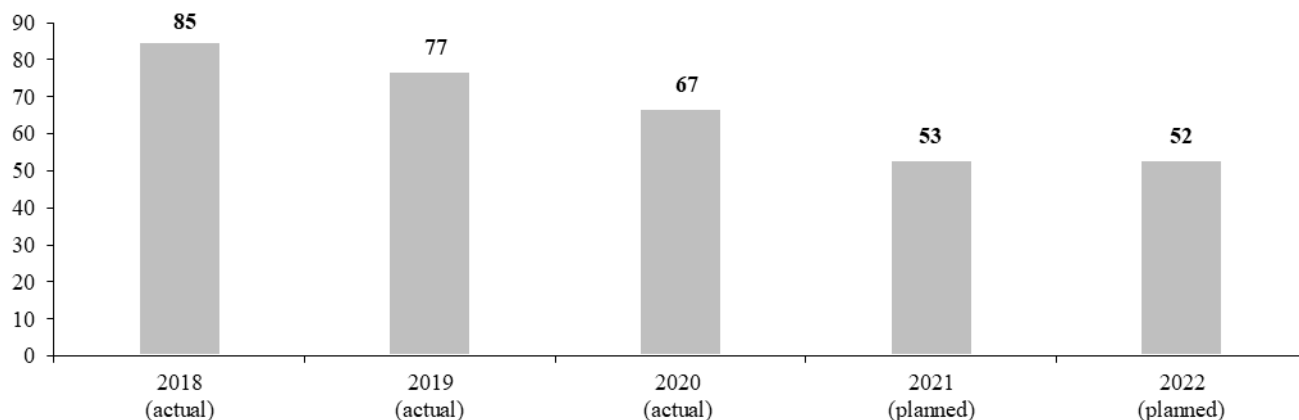
Expected progress towards the attainment of the objective, and performance measure

- 29B.115 This work is expected to contribute to the objective, as demonstrated by the reduction in the solicitation time for requests for quotations to 52 days (see figure 29B.VII).

Figure 29B.VII

Performance measure: solicitation timelines for requests for quotations

(Number of days)



Legislative mandates

- 29B.116 The list below provides all mandates entrusted to the component.

General Assembly resolutions

68/263; 69/273 Procurement 70/286 Cross-cutting issues

Deliverables

- 29B.117 Table 29B.14 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 29B.14

Subprogramme 2, component 1: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	1	1
1. Report of the Secretary-General on procurement activities, submitted to the General Assembly (biennial report)	–	–	1	1
Substantive services for meetings (number of three-hour meetings)	–	–	4	4
2. Meetings of the Fifth Committee	–	–	3	3
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	44	46	46	46
4. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations	44	46	46	46
C. Substantive deliverables				
Consultation, advice and advocacy: advice on about 100 local procurement authority requests annually from client entities; advice provided to all integrated mission planning entities for new, emerging and surge operations.				
D. Communication deliverables				
Outreach programmes, special events and information materials: system-wide cooperation on business operation projects and procurement cases with the United Nations entities procurement network.				
Digital platforms and multimedia content: e-catalogue for all goods and services; supply chain performance framework updated and shared among client entities; business intelligence reports for all functions in the Secretariat-wide supply chain published, including on supply chain performance; dedicated virtual space to spur on innovation and excellence in supply chain management created; annual update of Secretariat procurement statistics published on the Procurement Division website.				
E. Enabling deliverables				
Administration: advisory services on procurement matters for staff and 44 client entities, including on optimal acquisition plans, sourcing solutions, use of systems contracts, procurement modalities and other supply chain matters; category management and planning approach for the end-to-end supply chain, including through the issuance of standard operating procedures and the yearly supply chain planning guidance, the launch of the online sourcing support service community of practice, and category-specific communities of practice, such as fuel and rations; updating of system contracts and training and certification of staff; development of global demand and acquisition plans and the conducting of strategic sourcing, under the category management approach; operationalization of mutual recognition, in line with the promulgated supply chain operational guidance on cooperation with United Nations organizations, through the establishment of a collaborative contract such as a fleet management vehicle-tracking system with the World Food Programme; sourcing, solicitation, negotiation, establishment and management of contracts to ensure no disruption of the supply chain, including 100 global systems contracts, 30 turnkey contracts, air transportation service contracts (95 commercial and 30 military) and other contracts; vendor registration processes supported in the six official United Nations languages; meetings with, or briefings provided to, 6 international partners annually, including Member States, to identify and implement functional arrangements within areas of logistical cooperation in all field missions; deployment and rotation movements arranged, facilitated and monitored, and solutions sourced for uniformed personnel and associated cargo by air, naval and ground transport modalities; strategic-level support within the logistics specialist areas of aviation, strategic movement by sea and overland, engineering, medical logistics, transport and fleet management and life support, including fuel, rations and general supplies; development of an effective and efficient United Nations-wide aviation regulatory framework; conduct of aviation safety assessments, including of air service vendors; development and sharing of simplified and user-friendly operational guidance, manuals and best practices on supply chain management, which are continuously improved via user feedback; employment of an e-tendering platform; updating of online contracts catalogue for global, regional and local system and turnkey contracts, including letters of assist, roll-out, integration, stabilization and continuous improvement of Umoja Extension 2 modules, including features enabling category management and troop strength reporting by location; implementation of Umoja master data management and data quality measures for seamless data accessibility.				

Component 2

Uniformed capabilities support

Objective

- 29B.118 The objective, to which this component contributes, is to ensure the efficient and effective functioning of the peace and security pillar of the United Nations.

Strategy

- 29B.119 To contribute to the objective, the component will serve as the single point of contact for troop- and police-contributing countries on all administrative and logistical issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement. The component supports the periodic review by the General Assembly of the reimbursement framework associated with uniformed capabilities deployed in formed units, supports the negotiation and finalization of memorandums of understanding with troop- and police-contributing countries, expeditiously processes applicable reimbursements in line with the decisions of the General Assembly and facilitates the strategic integration of relevant performance data related to deployed contingent-owned equipment. The component will also provide a streamlined reimbursement process, involving enhanced memorandum of understanding and payment processes, which are expected to result in increased transparency and accountability, and the real-time availability of data for Member States, Headquarters and field missions. The component will continue to provide strategic and operational support and foster enhanced partnerships with troop- and police-contributing countries.
- 29B.120 The component plans to support Member States on issues related to COVID-19 by leading the establishment of a consultative group of Member States and partners to guide the way forward on administering COVID-19 vaccines to uniformed personnel, by supporting the recalibration of the rotation schedule for formed units, thereby minimizing risks to United Nations personnel and the citizens served by the United Nations, and by establishing the eligibility requirements for applicable reimbursements for uniformed personnel under travel and quarantine restrictions.
- 29B.121 The above-mentioned work is expected to result in:
- (a) Support for the review by the General Assembly of the reimbursement framework for formed units and the implementation of all derivative guidance;
 - (b) The timely finalization of memorandums of understanding and the provision of better client service, permitting reimbursements in line with standards and rates mandated by the General Assembly, while improving communication with troop- and police-contributing countries regarding the performance of contingent-owned equipment;
 - (c) Streamlined and timely payments to troop- and police-contributing countries for uniformed personnel and contingent-owned equipment deployed in formed units, letters of assist reimbursements, death and disability claims and ad hoc claims;
 - (d) Enhanced standardization and the reduction of errors, which increases the quality of memorandums of understanding and claims.
- 29B.122 The planned support on issues related to COVID-19 is expected to result in a coordinated way forward on administering COVID-19 vaccines to uniformed personnel, decreased disruptions to peacekeeping operations by supporting and managing the requirements related to the pandemic during the rotation of formed units, and the outlining of eligibility for applicable reimbursements for uniformed personnel under travel and quarantine restrictions.

Programme performance in 2020

- 29B.123 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Periodic review of the reimbursement framework for formed units

- 29B.124 The General Assembly periodically reviews the standards and rates of reimbursement for uniformed personnel and contingent-owned equipment deployed in formed units to United Nations field missions. As established in previous General Assembly resolutions, these two periodic reviews are the quadrennial survey to inform the rate of reimbursement for uniformed personnel deployed in formed units (resolution [67/261](#)) and the triennial meeting of the contingent-owned equipment working group (resolution [50/222](#)).
- 29B.125 The component provided substantive support prior to, during and after the 2020 meeting of the triennial Working Group on Contingent-Owned Equipment by preparing substantive issue papers, providing briefings to Member States, supporting the Chair and sub-working group chairs, preparing daily summaries and formal documents and providing guidance and advice. The subprogramme also prepared and transmitted the report of the 2020 Working Group ([A/74/689](#)) and the report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment ([A/74/698](#)). The recommendations of the 2020 Working Group were endorsed by the General Assembly in its resolution [74/279](#). As required by the Assembly in its resolution [59/298](#), the 2020 version of the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions has also been published as an official United Nations document in all six official languages ([A/75/121](#)).
- 29B.126 The component has commenced preparations for the 2021/22 quadrennial survey to inform the rate of reimbursement for uniformed personnel deployed in formed units. The survey will be conducted in 2021 and the associated report of the Secretary-General is expected to be taken up by the General Assembly in 2022.

Progress towards the attainment of the objective, and performance measure

- 29B.127 The above-mentioned work contributed to the objective, as demonstrated by the updated standards and rates of reimbursement for contingent-owned equipment deployed to field missions in support of mandated tasks. The 48 recommendations of the Working Group on Contingent-Owned Equipment represent the highest number of recommendations ever agreed in a working group since the inception of the system in 1996 and almost double the number of recommendations agreed in the 2017 Working Group (see table 29B.15).

Table 29B.15
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Standards and rates of reimbursement for contingent-owned equipment were updated through 48 recommendations of the 2020 Working Group on Contingent-Owned Equipment

Impact of COVID-19 on component delivery

- 29B.128 Owing to the impact of COVID-19 during 2020, the component used virtual platforms to provide briefings to Member States, troop- and police-contributing countries, peacekeeping missions and

host countries on the impact of the pandemic on troop rotation, reimbursements for formed units and the negotiation of memorandums of understanding. As a result of the pandemic, the component temporarily suspended in-person negotiations on memorandums of understanding, in-person briefings, physical verification visits to elevate units to the rapid deployment level of the Peacekeeping Capability Readiness System, and the contingent-owned equipment workshop for field missions. These changes had an impact on programme performance in 2020, including the temporary suspension of the rotation of uniformed personnel, memorandum of understanding negotiations taking longer than usual and challenging remote verification visits owing to time-zone differences.

- 29B.129 At the same time, however, the component identified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, including providing policy guidance on applicable reimbursements pursuant to the framework approved by the General Assembly and serving as the Secretariat for the consultative group of Member States to devise a strategy for the provision of COVID-19 vaccines to uniformed personnel deployed in formed units.

Planned results for 2022

- 29B.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: reduced timeline in processing of reimbursements through a single entry point⁹

Programme performance in 2020

- 29B.131 The component, in line with the framework approved by the General Assembly, certified reimbursements to troop- and police-contributing countries for uniformed personnel deployed in formed units to peacekeeping missions. The component continues to successfully implement integrated reimbursement processes for uniformed personnel and contingent-owned equipment. Reimbursements for uniformed personnel continue to be certified in accordance with General Assembly-mandated quarterly deadlines.
- 29B.132 The component also successfully completed the design, testing and deployment of a technical solution integrating reimbursements of uniformed personnel in the Uniformed Capabilities Management System, which previously contained reimbursement processes only for contingent-owned equipment and other types of claims. The integration of uniformed personnel reimbursement processes replaces an archaic manual process and reduces associated errors. The integrated platform incorporates improved calculation and reporting mechanisms related to reimbursements for uniformed personnel and contingent-owned equipment, Statements of Unit Requirements, memorandums of understanding, verification reports and the deductions associated with gaps in deployed contingent-owned equipment.
- 29B.133 The above-mentioned work contributed to troop- and police-contributing countries having a single contact point for all support and logistical aspects of all contributions and the certification of reimbursements to about 90,000 military and police personnel deployed in formed units within the mandated three months following the end of each quarter, which met the planned target reflected in the proposed programme budget for 2020. In addition, six of the nine memorandums of understanding for formed units newly deployed to field missions in 2020 were signed prior to or within 90 days of deployment, which met the target of completion of all memorandums of understanding within 90 days of deployment. Two memorandums of understanding were signed outside the 90-day period but with no resulting disruptions to the reimbursement process. One memorandum of understanding is pending with the concerned intergovernmental organization.

⁹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

Proposed programme plan for 2022

- 29B.134 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 work on enhancements of the Uniformed Capabilities Management System to improve productivity related to reimbursements for uniformed personnel and to provide better services to all stakeholders, including Member States and peacekeeping and special political missions (see table 29B.16).

Table 29B.16

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Troop- and police-contributing countries do not have a single contact point for administrative and logistical aspects of the force generation process across multiple organizational units	Troop- and police-contributing countries have a single contact point for all support and logistical aspects of all contributions	Troop- and police-contributing countries have a single contact point for all support and logistical aspects of all contributions Timely certification of reimbursements to about 90,000 military and police personnel within the mandated three months following the end of each quarter	Troop- and police-contributing countries have a single contact point for all support and logistical aspects of all contributions Timely certification of reimbursements to all military and police personnel Completion of all memorandums of understanding within 90 days after deployment	Timely certification of reimbursements for military and police personnel in formed units within the mandated three months following the end of each quarter Enhanced transparency and strengthened accountability related to uniformed personnel reimbursements, relying on automated processes to track and report on deployed numbers of uniformed personnel

^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: single point of contact in the areas of administrative, logistical and financial support to troop- and police contributing countries for faster reimbursement¹⁰

Programme performance in 2020

- 29B.135 The component will continue to implement its mandate as the single point of contact for troop- and police-contributing countries on all administrative, and logistical functions related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement. The component has worked closely with all stakeholders to process reimbursements to troop- and police-contributing countries for deployed contingent-owned equipment capabilities within the mandated period of three months after the end of the quarter immediately prior. The component also engaged with field missions through regular communication and follow-up when needed to complete reimbursement certifications within the mandated timeline.
- 29B.136 The component assiduously worked with troop- and police-contributing countries, Headquarters focal points and field missions to complete the formal signature process for 31 pending legacy

¹⁰ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

memorandums of understanding. These signed memorandums of understanding allowed for the certification of pending reimbursements for contingent-owned equipment, highlighting the importance of the component's role as the single point of contact for troop- and police-contributing countries. In addition, the component continues to focus on the completion of memorandums of understanding within 90 days after deployment, thereby allowing for the certification of applicable reimbursements for contingent-owned equipment.

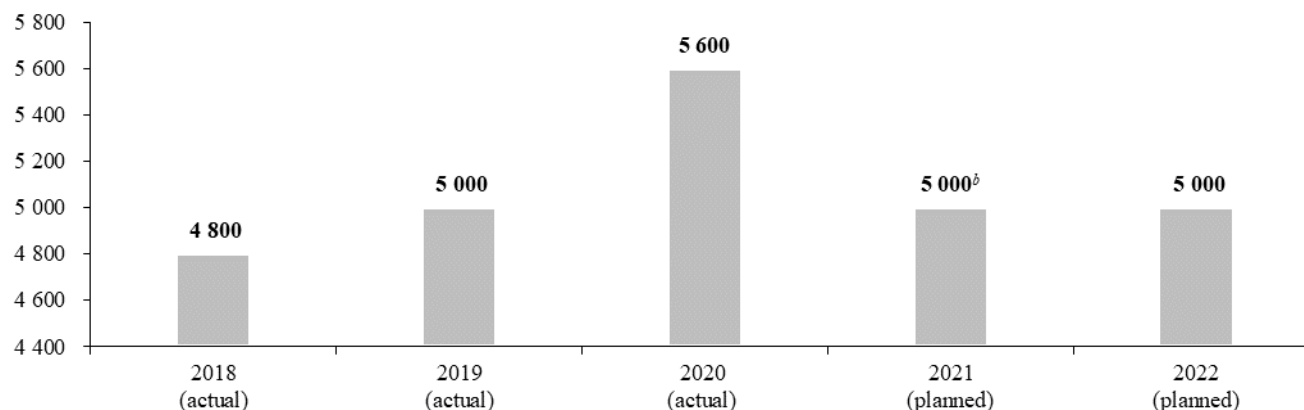
- 29B.137 The above-mentioned work contributed to 5,600 timely reimbursement certifications, which exceeded the planned target of 5,000 contingent-owned equipment reimbursement claims and uniformed personnel processed within three months reflected in the proposed programme budget for 2021. Additional certifications are broadly associated with the downsizing and drawdown of United Nations field missions, requiring a temporary increase in eligible reimbursements for uniformed personnel and contingent-owned equipment.

Proposed programme plan for 2022

- 29B.138 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 work on enhancements of the Uniformed Capabilities Management System to allow for even more functionality to improve productivity and provide better client services to Member States, Headquarters entities and field missions. Further process automation and reporting standardization will focus primarily on the strategic integration of relevant performance data related to deployed contingent-owned equipment (see figure 29B.VIII).

Figure 29B.VIII

Performance measure: number of contingent-owned equipment reimbursement claims certified within the mandated three months following the end of the preceding quarter (annual)^a



^a The title of the performance measure presented in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)) was corrected to accurately reflect the data presented therein.

^b 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: a sustainable and appropriate approach to post-traumatic stress disorder claims within the death and disability framework for uniformed personnel

Proposed programme plan for 2022

- 29B.139 The component received a significant number of post-traumatic stress disorder (PTSD) claims, which require expeditious settlement in accordance with General Assembly resolution 66/264. In the past, the component had received seven such cases in which such claims were processed years after the drawdown and closure of the respective United Nations field missions. In 2019, the component received 342 such claims, of which 304 originated from closed field missions. Resources were not

immediately available to compensate the claimants in accordance with the overall death and disability framework for uniformed personnel. The General Assembly adopted resolution [74/280](#) (see also [A/73/755](#), para. 81), in which it called for a study that provided a holistic analysis of the policy, legal, administrative and financial aspects of post-traumatic stress disorder. In line with the Assembly's requirement, this study is expected to include procedures for processing claims, medical standards, budgetary methodology for liability estimation and sources of funding. To support the preparation of the required study, the subprogramme established an advisory board on post-traumatic stress disorder, which includes Member State representatives and United Nations focal points.

Lessons learned and planned change

- 29B.140 The lesson for the component was that it could not process post-traumatic stress disorder claims associated with closed field missions in the absence of required appropriations and with depleted contributions. In applying the lesson, the component will lead the advisory board on post-traumatic stress disorder, and will coordinate with Member States and external subject matter experts on the conduct of the study to prepare recommendations for decisions by the General Assembly. The component will expeditiously implement any further decisions of the Assembly on the process for reimbursing post-traumatic stress disorder claims for uniformed personnel associated with closed field missions.

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

- 29B.141 This work is expected to contribute to the objective, as demonstrated by the submission to the General Assembly of a comprehensive study on the reduction of pending post-traumatic stress disorder claims submitted for closed field missions (see table 29B.17).

Table 29B.17

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (planned)</i>	<i>2022 (planned)</i>
290 claims are awaiting assessment from the Medical Services Division related to cases of post-traumatic stress disorder, caused, in most cases, by events that occurred 15 to 20 years ago	304 claims related to cases of post-traumatic stress disorder pending from closed missions	In its resolution 74/280 , the General Assembly called for a comprehensive study on post-traumatic stress disorder Advisory board on post-traumatic stress disorder claims established with Member States and subject matter experts	Reimbursement of post-traumatic stress disorder claims for closed field missions examined by the advisory board	The General Assembly considers the comprehensive study on the reimbursement of post-traumatic stress disorder claims for closed field missions Reduction of pending post-traumatic stress disorder claims submitted for closed field missions

Legislative mandates

29B.142 The list below provides all mandates entrusted to the component.

General Assembly resolutions

67/261	Report of the Senior Advisory Group established pursuant to General Assembly resolution 65/289 to consider reimbursement to troop-contributing countries and other related issues	72/285	Rates of reimbursement to troop- and police-contributing countries
		74/279	Triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment

Deliverables

29B.143 Table 29B.18 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 29B.18

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)	2	2	–	1
1. Report of the 2020 Working Group on Contingent-Owned Equipment	1	1	–	–
2. Report of the Secretary-General on the 2020 Working Group on Contingent-Owned Equipment	1	1	–	–
3. Report of the Secretary-General on the results of the survey to support the review of the standard rate of reimbursement to troop- and police-contributing countries	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	3	3	–	
3. Meeting of intergovernmental bodies, including the Fifth Committee and the Working Group on Contingent-Owned Equipment	3	3		
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	20	10
5. Training programmes and seminars to Member States on the various aspects of memorandums of understanding, contingent-owned equipment policies and procedures, as well as death and disability compensation claims	10	10	20	10
E. Enabling deliverables				
Administration: servicing and implementing recommendations of intergovernmental processes regarding the legislative reimbursement framework, including changes arising from the quadrennial survey on the standard rate of reimbursement to troop- and police-contributing countries, the triennial meetings of the Working Group on Contingent-Owned Equipment and decisions of the General Assembly; briefings and training sessions for all troop- and police-contributing countries and other Member States, Secretariat entities and all field missions with formed units on the reimbursement framework; new and amended Statements of Unit Requirements, memorandums of understanding, letters of assist and agreements for military and police contingents deployed to field missions or pledged to the rapid deployment level of the Peacekeeping Capability Readiness System, including via consultations with troop- and police-contributing countries and Secretariat entities, and participation in assessment and advisory, predeployment, rapid deployment level, contingent-owned equipment verification and other visits to troop- and police-contributing countries; assessment and calculation of reimbursements for military and police personnel and contingent-owned equipment deployed to field missions on memorandums of understanding or letters of assist, including via calculation of premiums, deductions and death and disability and post-traumatic stress disorder compensation; servicing of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board; preparation of comparative performance analysis and management decision reports.				

Subprogramme 3

Special activities

Objective

- 29B.144 The objective, to which this subprogramme contributes, is to ensure clients can respond to special situations.

Strategy

- 29B.145 To contribute to the objective, the subprogramme will enhance the capacity for newly deployed or expanded Secretariat entities to achieve their agreed-upon stage of initial operational capacity. The subprogramme will accomplish this effort by identifying critical staff and resources – both financial as well as deployable assets – that can be emplaced in the theatre of operation. It will also provide dedicated support to Secretariat entities during surges, transitions and liquidations.
- 29B.146 The subprogramme oversees a range of specialized and cross-cutting operational capacities. The specific requirements for different clients will be met through dedicated staffing resources or – in particular for start-up, liquidation, surge and crisis requirements – through the formation of temporary teams with subject matter experts drawn from the Office of Support Operations, component 1 of subprogramme 2 and the Office of Information and Communications Technology, as required, to meet immediate support requirements until the crisis has ended or resources have been identified or approved to meet the requirements on an ongoing basis.
- 29B.147 The subprogramme will continue to manage and strengthen arrangements with key partners such as regional organizations, as well as other United Nations actors and Governments, including triangular partnership arrangements, for both offering and receiving operational support assistance, and develop tools and analysis to assess and forecast cost drivers.
- 29B.148 The subprogramme will also contribute to strengthening capacity for crisis preparedness at all duty stations through crisis preparedness training for all personnel and managers, including through the development of a human resources planning framework for crisis preparedness and response tailored to the needs of the respective client. The subprogramme will continue to train a cadre of crisis support volunteers and manage the existing roster of crisis support volunteers that serve as the first line of support for affected staff and their families. Through the network of volunteers, the subprogramme provides post-incident survivor services, including continuous support to staff and their families, the coordination of counselling and the provision of assistance with the processing of benefits and entitlements for affected United Nations personnel and their families. The subprogramme also facilitates the timely resolution of residual issues in support of staff members and their families through the organization of memorial services. During emergencies, the subprogramme also activates call centres across the globe and the crisis support volunteers' network.
- 29B.149 The above-mentioned work is expected to result in:
- (a) A more expedient and sustainable deployment of staff, assets and financial resources for the entity to start executing its mandate as quickly as possible;
 - (b) More timely closure of unresolved administrative issues, such as aged receivables, unreconciled payments and potential claims from third parties, as well as vendor disputes;
 - (c) Strengthened crisis preparedness and response capacities, and higher awareness levels across the United Nations system;
 - (d) Enhanced cooperation agreements that support the planning and drafting of support concepts for start-up and surge or crisis situations.

Programme performance in 2020

- 29B.150 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Ensured mandate implementation during the COVID-19 pandemic

- 29B.151 At the onset of the COVID-19 pandemic, the subprogramme convened operational support capacity from the other subprogrammes in the Department to support Secretariat entities in ensuring the continuity of mandate implementation operations. To enable, for example, the procurement of polymerase chain reaction tests, personal protective equipment and medical supplies by component 1 of subprogramme 2, or the virtual review of United Nations health facilities by component 3 of subprogramme 1, the subprogramme provided oversight and coordination between Headquarters and the field by assessing the needs of field entities, coordinating possible solutions and identifying capabilities within the Department.
- 29B.152 The subprogramme shared chairing responsibilities (with the Department of Peace Operations and the Department of Political and Peacebuilding Affairs) for the establishment of the Field Support Group on COVID-19, a joint field-United Nations Headquarters forum to identify and address challenges that peacekeeping operations, special political missions and support hubs were facing as a result of the pandemic. Furthermore, the subprogramme monitored key risks, such as medical response and protection capacity, life support and continuity arrangements, and security concerns for Secretariat personnel in relation to COVID-19 and established cross-functional working groups to focus on key areas of the United Nations pandemic response. The subprogramme also ensured that field entities were supported on issues specific to their operating environment by introducing senior focal points for individual field entities.

Progress towards the attainment of the objective, and performance measure

- 29B.153 The above-mentioned work contributed to the objective, as demonstrated by the Member States and regional organizations having access to regular and timely updates and newsletters on the pandemic response by the United Nations Secretariat (see table 29B.19).

Table 29B.19
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Member States and regional organizations have access to regular and timely updates and newsletters on the pandemic response by the United Nations Secretariat

Impact of COVID-19 on subprogramme delivery

- 29B.154 Owing to the impact of COVID-19 during 2020, training sessions to prepare clients to respond to special situations, such as training for family focal points, for call centre volunteers and on soft skills in crisis communications for responders, were postponed. COVID-19-related travel restrictions also resulted in the delayed deployment of some surge staff to the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS). These changes had an impact on programme performance in 2020, as specified in results 1 and 2 below.

Planned results for 2022

- 29B.155 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: clients enabled to respond effectively and efficiently to the challenges of special situations¹¹

Programme performance in 2020

- 29B.156 The subprogramme has progressed work in this area through the development and activation of the standing surge capacity pool, which is a standby pool of 750 United Nations Secretariat staff that are available for surge deployment to special situations, such as the start-up of new entities, transitions, closures or any emergency situation, for a period of 90 days, across 125 professional functions. This pool provides staffing resources to augment the capacity of requesting entities. For example, in 2020, the pool deployed one human resources and counselling specialist to support Beirut-based staff and the entities affected by the explosion at the port of Beirut.
- 29B.157 The above-mentioned work contributed to the rapid deployment of the advance team for the start-up of UNITAMS, to which 65 per cent of identified surge positions were deployed within one month, which did not meet the target of 80 per cent of identified surge positions encumbered within one month reflected in the proposed programme budget for 2020. The target was only partially met due to delays in the issuance of visas and COVID-19-related travel restrictions.

Proposed programme plan for 2022

- 29B.158 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 leverage the standing surge capacity pool to address critical staffing gaps. The subprogramme plans to expand the pool of functions for “management and administration”, as well as initiate a refresher exercise to keep the pool current and ready for deployment. Additionally, the pool will be extended to cover functions most commonly called upon with regard to the peace and security pillar. The expected progress is presented in the performance measure below (see table 29B.20).

Table 29B.20
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Entities do not use rapid deployment rosters	Entities promulgate rapid deployment rosters	65 per cent of identified surge positions for the UNITAMS start-up were deployed in the first month	The concept of rapid deployment rosters evolved into the standing surge capacity pool, providing a roster of validated staff in 125 identified functions, commonly required for start-ups, transitions, closures or emergency response	An expansion of the pool to include additional functions Deployment of required expertise to meet urgent surge-level requirements within 10 days of notification

¹¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 29B)).

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
			The pool will enable the Organization to deploy at short notice pre-approved staff for assignments of up to 90 days to support surge requirements globally within Secretariat entities	

^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: enabling comprehensive support solutions for partners¹²

Programme performance in 2020

- 29B.159 The subprogramme has contributed to ensuring that clients can respond to special situations through the utilization of the standing surge capacity tool. The subprogramme also, with regard to partnerships, strengthened the capacity in the Department to provide effective and efficient support services that enable mandate implementation. This included the establishment of functional partnerships with Member States and regional partners (specifically the Federal Agency for Technical Relief of Germany (*Bundesanstalt Technisches Hilfswerk*) and the European Union), as well as strengthening interoperability with key partners such as the African Union, the European Union, the Collective Security Treaty Organization and the North Atlantic Treaty Organization on a number of operational issues, including best practice in response to COVID-19.
- 29B.160 The above-mentioned work contributed to 65 per cent of identified surge positions for UNITAMS being encumbered in the first month, which did not meet the target of 80 per cent of identified surge positions encumbered in the first month reflected in the proposed programme budget for 2021. The target was only partially met due to COVID-19-related travel restrictions and delays in the issuance of visas.

Proposed programme plan for 2022

- 29B.161 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 coordinate the efforts of the Department of Operational Support to establish critical operational support platforms for new missions or other entities, including with regard to initial situational awareness, preliminary engagement and planning with relevant counterparts, and the detailed planning and development of the required operational support concept or plan. The expected progress is presented in the performance measure below (see table 29B.21).

¹² As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

Table 29B.21
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
–	Entities promulgate rapid deployment rosters	The start-up of UNITAMS utilized the standing surge capacity pool for deployments 65 per cent of identified surge positions for UNITAMS were deployed in the first month.	35 per cent of approved positions encumbered by entity start date of new missions 60 per cent of plans for start-up, surge support and crisis have considered partnership options	40 per cent of approved positions encumbered by entity start date of new missions 65 per cent of plans for start-up, surge support and crisis have considered partnership options

^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: new and expanded field operations guided by mission support concepts

Proposed programme plan for 2022

- 29B.162 The subprogramme oversees a range of specialized and cross-cutting operational capacities, including start-up, surge and crisis situations. The mission support concept is the reference document for the Department's support for any field entity in special situations such as start-up, closure or other significant change in operations. It outlines how the various pillars of mission support will be delivered and administered. The identified support requirements, planning assumptions and parameters help define the most effective support approach, mission support staffing complement, technical sub-plans across the spectrum of support services, and related resourcing requirements. The subprogramme has previously developed mission support concepts in the recent establishment of special political missions in Haiti, the Sudan and Yemen. In a start-up, the finalization of a mission support concept is also a key milestone in a field entity achieving initial operating capacity, whereby the field entity is able to take over direct responsibility for further planning and implementation of support functions.

Lessons learned and planned change

- 29B.163 The lesson for the subprogramme was that the development of mission support concepts increases the ability of the Department to deliver consolidated solutions that draw on the full range of the Department's roles and expertise, and ensures effective and coherent linkages between strategic level planning and operational and technical level plans. In applying the lesson, the subprogramme plans to guide the systematic development of mission support concepts to simplify the interface with key clients on planning and coordination, including other Headquarters departments and other relevant field entities. The subprogramme will develop minimum standards and provide quality assurance for the development of the concepts. Additionally, the concepts will be integrated into the policy planning for other Departments (i.e. the Department of Peace Operations and the Department of Political and Peacebuilding Affairs) so that the mission support concepts are mainstreamed and aligned to overall planning efforts.

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

- 29B.164 This work is expected to contribute to the objective, as demonstrated by 100 per cent of mission support concepts fully meet the minimum standards (see table 29B.22).

Table 29B.22
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Mission support concepts applied in an ad hoc fashion	Mission support concepts applied in an ad hoc fashion	Mission support concepts applied in the establishment of special political missions in Haiti, the Sudan and Yemen	Systematic application of mission support concepts in all special situations	100 per cent of mission concepts fully meet the minimum standards

Deliverables

29B.165 Table 29B.23 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 29B.23
Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: preparedness frameworks for entities in special situations, tools and standard operating procedures, pools of Secretariat staff for surge capacity, tabletop training exercises with 3 partner organizations and situational awareness reports; guidance to entities in special situations, including via strategic assessments and resourcing reviews for 6 field missions, updated mission support concepts for 6 field missions, recruitment plans, and resourcing plans, budgets and allocations for 6 field missions; deployment of dedicated capacities to provide in situ or virtual support, including operational and advisory services, during critical phases of start-ups, transitions, downsizings, closures, liquidations or crises; establishment of a functioning initial operating capability for new or expanded entities; strategic guidance and backstopping support to UNSOS; oversight of the implementation of the human rights due diligence policy in the provision of support to all non-United Nations security forces; capacity-building of 2 partner organizations to plan, manage and deploy peace support operations, including via the United Nations-African Union expertise exchange programme; capacity-building of uniformed peacekeepers to address the capability requirements of peacekeeping operations through partnerships between the United Nations, troop- and police-contributing countries and Member States; establishment and management of a comprehensive framework of resourcing standards in operational support; support of the establishment of a United Nations-wide data management platform, for operational visibility and preparedness; global implementation of an e-solution to provide timely access to all Secretariat entities on staff affected by downsizing.

Subprogramme 4 Administration, New York

Objective

29B.166 The objective, to which this subprogramme contributes, is to ensure a safe and fit-for-purpose physical environment at Headquarters and responsive facilities, as well as administrative, logistical, information and other services in support of the efficient functioning of the Organization and an informed public on the work of the United Nations.

Strategy

29B.167 To contribute to the objective, the subprogramme will continue to proactively maintain and operate the Headquarters buildings while leveraging technology and integrating good practices in facilities management that achieve efficiencies, promote a modern workplace and support Member States in

the implementation of the Sustainable Development Goals. It will pursue its long-term planning of office accommodation and building alterations to support the needs of entities in New York and maintain the property value of the campus. The strategic focus of the subprogramme in this area will be to incorporate new office space trends resulting from the COVID-19 pandemic, strengthen essential building maintenance functions, implement the planned accessibility improvement projects for persons with disabilities and continue to support environmental sustainability management efforts.

- 29B.168 The subprogramme also plans to provide efficient, timely and cost-effective services to clients in New York in the areas of building management, office space, asset and official gift management, inventory and warehouse management, travel and transportation, mail and pouch services, event management, postal administration, catering, other commercial operations and processing of tax reimbursements for United States taxpayers. In addition, pending the General Assembly decision on the global service delivery model, this subprogramme will provide specialized human resources support in the areas of onboarding, separations and processing of complex entitlements (including education grants, dependency allowances and rental subsidies) for staff of all Headquarters-based United Nations entities and respective field locations. The subprogramme will also support Secretariat entities globally with effective archives and records management services. In addition to continuing to strive for a high level of client satisfaction and provide services within standard turnaround times, the strategic focus of the subprogramme will be on strengthening property management support and reporting at UNHQ, as well as undertaking the first phase of streamlining archives storage and management in preparation for vacating the Falchi building at the expiration of the lease in 2024.
- 29B.169 The subprogramme will also provide postal, gift, archival and information services to the public in New York and globally to raise awareness of the past and current work of the United Nations.
- 29B.170 The above-mentioned work is expected to result in:
- (a) A highly functional, more inclusive and sustainable campus that symbolizes the ideals of the United Nations;
 - (b) Favourable client satisfaction and cost efficiency in the provision of services;
 - (c) Increased awareness of the public of the current and past work of the Organization.

Programme performance in 2020

- 29B.171 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 building operations and safe reopening of United Nations Headquarters during the COVID-19 pandemic

- 29B.172 At the start of the pandemic, when the United Nations Headquarters premises closed for safety reasons, it was critical to the Organization's response to the crisis that all essential onsite building operations, particularly cleaning services, be maintained. The safe reopening of the complex also rested on the ability of the subprogramme to implement safety measures, prepare the building for increasing occupancy and maintain safe working conditions. The subprogramme played a major role in the development of the response to the pandemic. In accordance with the return-to-work policy, the subprogramme ensured skeleton operations in phase 0, prepared the building for phases 1 and 2 of the return of staff, and maintained safe working conditions, including through deep and more frequent cleaning, installation of sanitizing stations, increased ventilation, signage and multiple measures to enforce social distancing. Appreciation for the responsiveness of the subprogramme and the safety measures put in place was expressed by the occupants of the United Nations Headquarters buildings throughout the various phases of the COVID-19 pandemic. In addition, the continuity of mail, pouch, travel and other services which supported medical evacuation operations and the

shipment of personal protective equipment, medicines and information technology equipment around the world contributed to the safety of United Nations personnel and remote working.

Progress towards the attainment of the objective, and performance measure

- 29B.173 The above-mentioned work contributed to the objective, as demonstrated by the safe reopening of the United Nations complex under reduced capacity, facilitating the implementation of mandates and meetings of the intergovernmental bodies with no major incident reported (see table 29B.24).

Table 29B.24
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
–	–	Safe phase 2 reopening of the United Nations Headquarters complex with reduced capacity, facilitating the implementation of mandates and meetings of the intergovernmental bodies with no major incidents reported

Impact of COVID-19 on subprogramme delivery

- 29B.174 Owing to the impact of COVID-19 during 2020, the subprogramme adapted working methods to support the continuity of United Nations operations and postponed planned results and major maintenance projects at United Nations Headquarters. Due to the pandemic, essential operations at Headquarters were continuously adjusted to the evolving crisis in order to maintain the premises fit for purpose at every stage and prioritize urgent mail, diplomatic pouch, passport and visa deliveries, material management and other services. The working methods to process staff members' tax reimbursements were swiftly adjusted to ensure continuity of services by allowing staff to submit tax claims electronically while claims submitted in paper format were digitalized and processed remotely. Individual client and other services were provided virtually by adjusting working methods to a remote environment.
- 29B.175 The COVID-19 pandemic did result in the postponement of building maintenance work and construction projects due to local authorities' pandemic measures and the need to shift priorities and capacities to meet the challenges of the crisis. Special events were cancelled and the temporary suspension of international mail services in certain destinations resulted in some delays in the dispatch of some essential mail and pouches. Several operations experienced significant backlogs such as in processing and digitizing paper records. These changes had an impact on the programme performance in 2020, with lower than planned rates of implementation of the flexible workplace and accessibility improvement projects as specified in results 1 and 2 below.
- 29B.176 At the same time, however, the subprogramme modified activities to support United Nations personnel and Member States in implementing their work during COVID-19, within the overall scope of its objectives, namely adapting the premises owned and leased by United Nations Headquarters to the physical distancing and recommended hygiene requirements; contributing to sharing COVID-19-related resources in New York; supporting staff and their families with complex travel situations; assisting departments at United Nations Headquarters with the transition of files to SharePoint, the decommissioning of legacy systems, and improving the management of United Nations digital records in coordination with the Office of Information and Communications Technology; and developing online tools and working methods to provide continued services. As examples, the subprogramme developed a user-friendly website with an increased volume of resources and published more than 1 million pages of historical archives on its research portal. It also temporarily transitioned some functions to a fully electronic submission process such as for

United Nations laissez passer applications to provide emergency-level global operational support for travel documents to the COVID-19 medical evacuations arranged by WHO operations. The modified deliverables contributed to results in 2020, as specified in the emerging result for 2020 above.

Planned results for 2022

- 29B.177 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: transformed Secretariat through flexible workplace implementation¹³

Programme performance in 2020

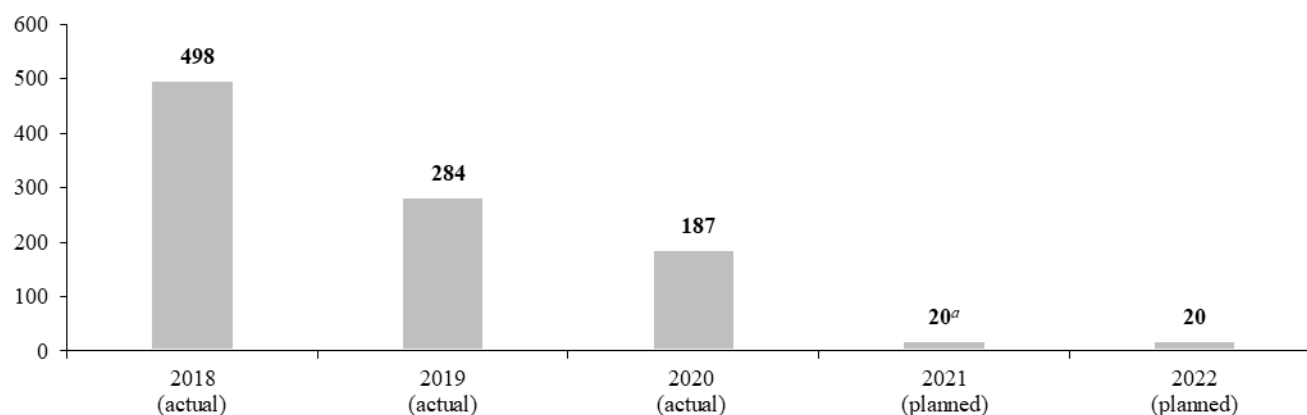
- 29B.178 The subprogramme has continued to modernize United Nations Headquarters through the implementation of the flexible workplace project. In 2020, 3 floors in the Secretariat building were reconfigured, bringing the total to 22 flexible floors. The Organization was able to accommodate new office space requirements linked to the United Nations development system reform, including for the move of the Development Coordination Office into the Secretariat building, while at the same time vacating an additional floor in a leased building. Staff on converted floors were able to transition seamlessly to full remote working when the building closed and, throughout the COVID-19 pandemic, flexible workspace proved adaptable to fluctuating levels of occupancy and the application of safety measures such as social distancing.
- 29B.179 The above-mentioned work contributed to an increase in the workplace capacity to accommodate an additional 187 people, which did not meet the planned target of 262 people reflected in the proposed programme budget for 2020. The project was delayed when construction had to be suspended for several months following local COVID-19 “stay at home” orders. When construction resumed, the subprogramme completed the floors that were in an advanced stage of implementation and postponed the five remaining floors pending more clarity on the post-pandemic landscape and the office space requirements of the departments concerned, as reported in [A/75/342](#).

Proposed programme plan for 2022

- 29B.180 The subprogramme 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 subprogramme’s work will evolve to include an ongoing assessment of changing workspace requirements in the post-pandemic environment and their impact on the implementation of flexible workplace strategies and future office space needs at United Nations Headquarters. As reported in [A/75/342/Add.1](#) and [A/75/342/Add.1/Corr.1](#), the subprogramme has undertaken a review of the project in accordance with the recommendations of the Advisory Committee on Administrative and Budgetary Questions and the decision of the General Assembly in its resolution [75/253](#). In view of the uncertainties surrounding the post-pandemic landscape, it was proposed to close out the project and consider any future large-scale workspace reconfiguration required to meet emerging needs as a new initiative. The subprogramme will continue to mainstream the approach to small-scale office reconfiguration requirements across buildings owned and leased by the United Nations to the extent possible, taking into account lessons learned and the latest office space trends. The expected progress is presented in the updated performance measure below (see figure 29B.IX).

¹³ As reflected in the proposed programme budget for 2020 ([A/74/6 \(Sect. 29B\)](#)).

Figure 29B.IX

Performance measure: increase in flexible workplace capacity (annual)

^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: an inclusive Secretariat through accessibility improvements¹⁴

Programme performance in 2020

- 29B.181 The subprogramme has improved the accessibility of the Headquarters campus to facilitate the inclusion of persons with disabilities in the work of United Nations and increased building compliance with relevant standards. Among the projects completed in 2020 were the installation of accessibility doors at the second-floor entrance to the Economic and Social Council, the incorporation of a perimeter fence access gate and the replacement of curb cuts, minor renovations to multiple restrooms throughout United Nations Headquarters, the renovation of wheelchair-accessible parking spaces and the addition of accessibility signage. The subprogramme also finalized the design of a future lift installation at the General Assembly Hall speakers' rostrum. In addition, the flexible workplace project has contributed to the inclusion of persons with disabilities by facilitating movement on the floors, providing adjustable furniture systems and customizing the workplace to specific needs as required.
- 29B.182 The above-mentioned work contributed to a 23 per cent implementation rate of the accessibility programme, which did not meet the target of 33 per cent reflected in the proposed programme budget for 2021. The planned work was delayed by the suspension of all construction activities during local authorities' COVID-19 "stay at home" orders.

Proposed programme plan for 2022

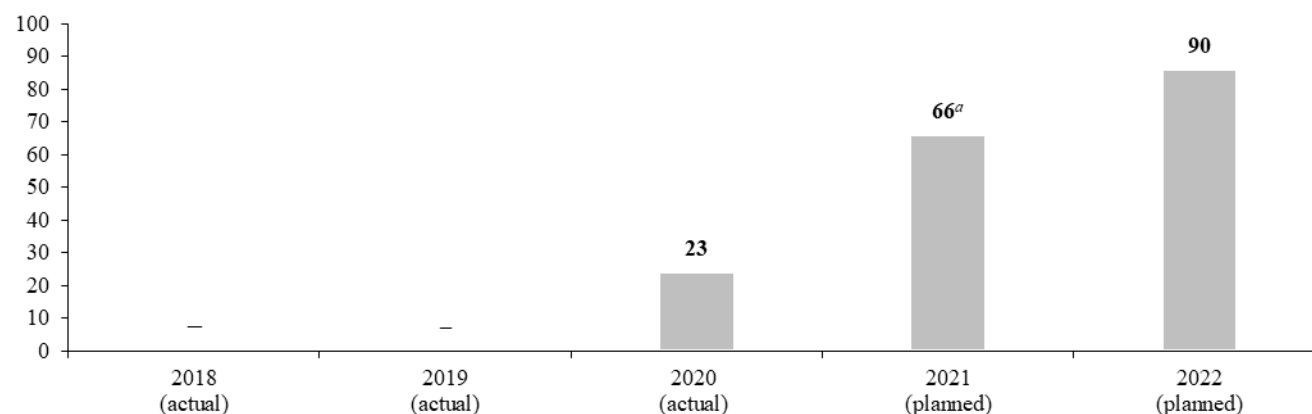
- 29B.183 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will install additional accessibility doors and make other improvements in accordance with its three-year programme. The expected progress is presented in the performance measure below (see figure 29B.X).

¹⁴ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 29B)).

Figure 29B.X

Performance measure: total implementation rate of the accessibility programme by year

(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 3: streamlined United Nations Secretariat archives management**Proposed programme plan for 2022**

- 29B.184 The Organization is going through a digital transformation and paper records are increasingly being replaced by digital data, a trend that has only been accelerated by the COVID-19 pandemic. This evolution is creating new requirements for the subprogramme to receive, store, preserve, process, and provide access to digital records. At the same time, the subprogramme continues to be responsible for the processing of new transfers of paper records and the management of current archive holdings.
- 29B.185 As custodian of the United Nations Secretariat archives, the subprogramme directly operates two repositories and uses a third-party vendor to manage physical records. The expiration of the Falchi Building lease in December 2024, where the largest repository is located, offers an opportunity to streamline the archives management function in line with best practices and industry trends, from an in-house to a third-party storage and records management model.

Lessons learned and planned change

- 29B.186 The lesson for the subprogramme was that the digital transformation is rendering the direct management of physical archives obsolete as the focus shifts to capturing digital records from enterprise systems. Third-party storage and records management services have proven secure and efficient in handling paper records and the Falchi lease expiration is the opportune time for operational changes. Given the large volume of records to be processed, the streamlining initiative to discontinue the Falchi repository requires a sustained effort starting in 2022. In applying the lesson, the subprogramme, over the next three years, is planning to appraise all records in the repository, dispose of time-expired records, inventory and transfer records of continuing value to a third-party vendor, preserve permanent archives to international standards and digitize selected archives to ensure easy and continued access. Once completed, and with the physical archive management functions provided by a third party, the subprogramme will be able to reallocate resources to meet the requirements of its growing portfolio. Significant benefits are expected in the form of efficiency gains and client satisfaction from improved access to digitized paper records and, ultimately, better operational support in managing digital records.

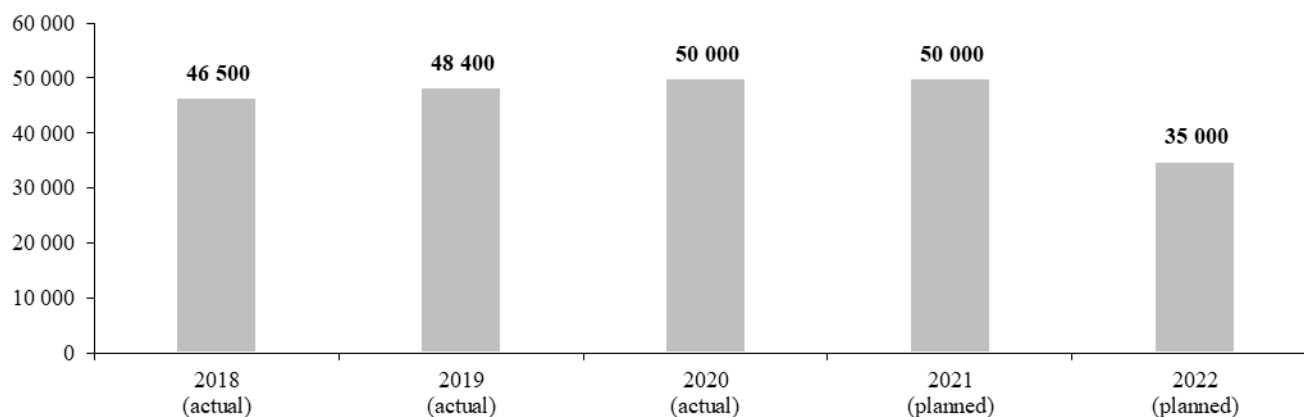
Expected progress towards the attainment of the objective, and performance measure

29B.187 This work is expected to contribute to the objective, as demonstrated by the reduction in the volume of records held at the Falchi Building repository from 50,000 linear feet in 2020 to 35,000 planned in 2022 (see figure 29B.XI).

Figure 29B.XI

Performance measure: volume of records at the Falchi building

(Linear feet)



Legislative mandates

29B.188 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

67/254	Special subjects relating to the programme budget for the biennium 2012–2013	72/262 A-B	Special subjects relating to the programme budget for the biennium 2018–2019
68/247	Special subjects relating to the proposed programme budget for the biennium 2014–2015	73/279 A	Special subjects relating to the programme budget for the biennium 2018–2019
69/274 A-B	Special subjects relating to the programme budget for the biennium 2014–2015	74/263	Special subjects relating to the proposed programme budget for 2020
71/272	Special subjects relating to the programme budget for the biennium 2016–2017	74/267	Enlargement of the Advisory Committee on Administrative and Budgetary Questions: amendment to rule 155 of the rules of procedure of the General Assembly
72/219	Protection of global climate for present and future generations of humankind	75/253	Special subjects relating to the proposed programme budget for 2021

Deliverables

29B.189 Table 29B.25 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 29B.25

Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory

D. Communication deliverables

External and media relations: Information and reception services to visitors, delegates and the general public, including responding to inquiries on the current and past work of the United Nations.

Library services: archive, record and information management services provided for all entities at United Nations Headquarters and field missions; recordkeeping assessments conducted for Secretariat entities globally; paper and digital records security-screened, catalogued, stored and preserved; legacy paper archives digitized;

E. Enabling deliverables

Administration: provision of administrative support services, including specialized human resources support in the areas of onboarding and processing of complex entitlements, dependency benefits and rental subsidies for approximately 8,250 staff of all Headquarters-based United Nations entities and respective field locations, and processing of transactions and claims for 7,000 staff members in the areas of tax reimbursement, in line with relevant rules, regulations and standards; streamlining of internal administrative processes in the areas of human resources, finance and budget, travel and tax reimbursement.

Logistics: 1,825,000 square feet of owned and leased premises, facilities and assets managed, maintained and altered as required, including management of gifts; office accommodations provided for around 8,000 personnel; completion of service requests for facilities and commercial services; conferences and special events managed; warehousing and transportation services provided; processing of travel requests and travel documents, as well as lump sum calculations; airline agreements negotiated or renegotiated; host country registrations processed.

Correspondence and documentation services: provision of mail services, including approximately 800,000 postal, courier and diplomatic pouch shipment and messenger services.

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

Overview

29B.190 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 29B.26 to 29B.28.

Table 29B.26

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	36 778.9	36 942.6	–	–	(35.8)	(35.8)	(0.1)	36 906.8
Other staff costs	3 675.6	3 500.9	(145.7)	–	500.3	354.6	10.1	3 855.5
Hospitality	–	2.1	–	–	–	–	–	2.1
Consultants	272.7	173.1	–	–	116.6	116.6	67.4	289.7
Travel of staff	32.6	235.9	–	–	(37.4)	(37.4)	(15.9)	198.5
Contractual services	4 350.3	4 406.9	–	–	164.2	164.2	3.7	4 571.1
General operating expenses	39 260.1	38 903.1	(100.4)	–	(1 058.0)	(1 158.4)	(3.0)	37 744.7
Supplies and materials	434.1	756.9	–	–	(55.9)	(55.9)	(7.4)	701.0
Furniture and equipment	655.8	415.4	(21.5)	–	77.5	56.0	13.5	471.4
Improvement of premises	252.3	–	–	–	–	–	–	–
Grants and contributions	30.0	87.5	–	–	245.8	245.8	280.9	333.3
Other	(0.3)	–	–	–	–	–	–	–
Total	85 742.1	85 424.4	(267.6)	–	(82.7)	(350.3)	(0.4)	85 074.1

Table 29B.27

Overall: proposed posts and post changes for 2022^a

(Number of posts)

	Number	Details
Approved for 2021	353	1 USG, 2 ASG, 5 D-2, 6 D-1, 11 P-5, 15 P-4, 12 P-3, 12 P-2, 14 GS (PL), 180 GS (OL) and 95 TC
Abolishment	(3)	1 GS (OL) and 2 TC under subprogramme 4
Establishment	2	1 P-3 under subprogramme 4; 1 P-3 under programme support
Reassignment	–	1 GS (OL) under subprogramme 1, component 3
Redeployment	1	1 GS (OL) from section 29A, Department of Management Strategy, Policy and Compliance, to section 29B, Department of Operational Support (subprogramme 2, component 1); 2 GS (OL) from subprogramme 4 to programme support; 1 GS (PL) and 15 GS (OL) from programme support to subprogramme 4
Proposed for 2022	353	1 USG, 2 ASG, 5 D-2, 6 D-1, 11 P-5, 15 P-4, 14 P-3, 12 P-2, 14 GS (PL), 180 GS (OL) and 93 TC

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

Table 29B.28

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	2	—	—	—	—	2
D-2	5	—	—	—	—	5
D-1	6	—	—	—	—	6
P-5	11	—	—	—	—	11
P-4	15	—	—	—	—	15
P-3	12	—	—	2	2	14
P-2/1	12	—	—	—	—	12
Subtotal	64	—	—	2	2	66
General Service and related						
GS (PL)	14	—	—	—	—	14
GS (OL)	180	—	—	—	—	180
TC	95	—	—	(2)	(2)	93
Subtotal	289	—	—	(2)	(2)	287
Total	353	—	—	—	—	353

29B.191 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 29B.29 to 29B.31 and figure 29B.XII.

29B.192 As reflected in tables 29B.29 (1) and 29B.30 (1), the overall resources proposed for 2022 amount to \$85,074,100 before recosting, reflecting a net decrease of \$350,300 (or 0.4 per cent) compared with the appropriation for 2021. Resource changes result from two factors, namely: (a) technical adjustments; and (b) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29B.29

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				2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
A. Executive direction and management	1 639.9	1 778.4	—	—	(16.6)	(16.6) (0.9)	1 761.8
B. Programme of work							
1. Support operations							
Component 1: Human resources support	3 260.6	2 643.2	—	—	123.2	123.2 4.7	2 766.4

Section 29B Department of Operational Support

Component/subprogramme	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Component 2: Capacity development and operational training	5 526.8	5 284.5	—	—	136.1	136.1	2.6	5 420.6
Component 3: Health-care management and occupational safety and health	3 372.2	3 205.4	—	—	(53.9)	(53.9)	(1.7)	3 151.5
Subtotal, subprogramme 1	12 159.6	11 133.1	—	—	205.4	205.4	1.8	11 338.5
2. Supply chain management								
Component 1: Integrated supply chain management	3 376.3	4 238.4	—	—	57.6	57.6	1.4	4 296.0
Component 2: Uniformed capabilities support	243.4	299.6	—	—	(1.4)	(1.4)	(0.5)	298.2
Subtotal, subprogramme 2	3 619.7	4 538.0	—	—	56.2	56.2	1.2	4 594.2
3. Special activities	1 161.4	1 149.9	—	—	(9.5)	(9.5)	(0.8)	1 140.4
4. Administration, New York	64 576.4	64 074.0	(267.6)	—	844.0	576.4	0.9	64 650.4
Subtotal, B	81 517.1	80 895.0	(267.6)	—	1 096.1	828.5	1.0	81 723.5
C. Programme support	2 585.1	2 751.0	—	—	(1 162.2)	(1 162.2)	(42.2)	1 588.8
Subtotal, 1	85 742.1	85 424.4	(267.6)	—	(82.7)	(350.3)	(0.4)	85 074.1

(2) *Other assessed*

Component/subprogramme	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Executive direction and management	6 411.1	6 670.8	6.3	0.1	6 677.1
B. Programme of work					
1. Support operations					
Component 1: Human resources support	13 770.7	13 948.3	331.4	2.4	14 279.7
Component 2: Capacity development and operational training	4 305.7	5 064.8	(477.4)	(9.4)	4 587.4
Component 3: Health-care management and occupational safety and health	2 974.3	3 372.6	10.2	0.3	3 382.8
Subtotal, subprogramme 1	21 050.7	22 385.7	(135.8)	(0.6)	22 249.9
2. Supply chain management					
Component 1: Integrated supply chain management	31 669.4	33 277.4	(471.1)	(1.4)	32 806.3
Component 2: Uniformed capabilities support	9 912.6	10 532.4	395.7	3.8	10 928.1
Subtotal, subprogramme 2	41 582.0	43 809.8	(75.4)	(0.2)	43 734.4

Part VIII Common support services

<i>Component/subprogramme</i>	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2022 estimate</i>
3. Special activities	7 251.7	8 706.6	(340.1)	(3.9)	8 366.5
4. Administration, New York	22 299.2	23 652.1	373.9	1.6	24 026.0
Subtotal, B	92 183.6	98 554.2	(177.4)	(0.2)	98 376.8
C. Programme support	2 785.9	2 319.3	(202.2)	(8.7)	2 117.1
Subtotal, 2	101 380.6	107 544.3	(373.3)	(0.3)	107 171.0

(3) Extrabudgetary

<i>Component/subprogramme</i>	<i>2020 expenditure</i>	<i>2021 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2022 estimate</i>
A. Executive direction and management	14 493.5	18 123.9	(18 123.9)	(100.0)	—
B. Programme of work					
1. Support operations					
Component 1: Human resources support	1 780.1	2 672.6	(780.9)	(29.2)	1 891.7
Component 2: Capacity development and operational training	691.8	659.9	62.3	9.4	722.2
Component 3: Health-care management and occupational safety and health	3 658.0	4 434.7	(985.7)	(22.2)	3 449.0
Subtotal, subprogramme 1	6 129.9	7 767.2	(1 704.3)	(21.9)	6 062.9
2. Supply chain management					
Component 1: Integrated supply chain management	732.7	564.4	(201.5)	(35.7)	362.9
Component 2: Uniformed capabilities support	68.3	160.0	(160.0)	(100.0)	—
Subtotal, subprogramme 2	801.0	724.4	(361.5)	(49.9)	362.9
3. Special activities	6 322.0	4 282.5	2 801.3	65.4	7 083.8
4. Administration, New York	28 368.7	33 512.9	1 480.2	4.4	34 993.1
Subtotal, B	41 621.6	46 287.0	2 215.7	4.8	48 502.6
C. Programme support	639.9	1 089.5	(375.2)	(34.4)	714.3
Subtotal, 3	56 755.0	65 500.4	(16 283.4)	(24.9)	49 216.9
Total	243 877.7	258 469.1	(17 007.0)	(6.6)	241 462.0

Table 29B.30

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

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	8	—	—	—	—	8
B. Programme of work						
1. Support operations						
Component 1: Human resources support	19	—	—	—	—	19
Component 2: Capacity development and operational training	4	—	—	—	—	4
Component 3: Health-care management and occupational safety and health	16	—	—	—	—	16
Subtotal, subprogramme 1	39	—	—	—	—	39
2. Supply chain management						
Component 1: Integrated supply chain management	35	—	—	1	1	36
Component 2: Uniformed capabilities support	3	—	—	—	—	3
Subtotal, subprogramme 2	38	—	—	1	1	39
3. Special activities	4	—	—	—	—	4
4. Administration, New York	238	—	—	12	12	250
Subtotal, B	319	—	—	13	13	332
C. Programme support	26	—	—	(13)	(13)	13
Subtotal, 1	353	—	—	—	—	353

(2) *Other assessed*

Component/subprogramme	2021 estimate	Change	2022 estimate
A. Executive direction and management	36	—	36
B. Programme of work			
1. Support operations			
Component 1: Human resources support	72	15	87
Component 2: Capacity development and operational training	33	(2)	31
Component 3: Health-care management and occupational safety and health	17	1	18
Subtotal, subprogramme 1	122	14	136

Part VIII Common support services

<i>Component/subprogramme</i>	<i>2021 estimate</i>	<i>Change</i>	<i>2022 estimate</i>
2. Supply chain management			
Component 1: Integrated supply chain management	167	(2)	165
Component 2: Uniformed capabilities support	37	–	37
Subtotal, subprogramme 2	204	(2)	202
3. Special activities	47	–	47
4. Administration, New York	8	2	10
Subtotal, B	381	14	395
C. Programme support	15	(2)	13
Subtotal, 2	432	12	444

(3) Extrabudgetary

<i>Component/subprogramme</i>	<i>2021 estimate</i>	<i>Change</i>	<i>2022 estimate</i>
A. Executive direction and management	–	–	–
B. Programme of work			
1. Support operations			
Component 1: Human resources support	1	(1)	-
Component 2: Capacity development and operational training	–	–	–
Component 3: Health-care management and occupational safety and health	12	–	12
Subtotal, subprogramme 1	13	(1)	12
2. Supply chain management			
Component 1: Integrated supply chain management	5	(3)	2
Component 2: Uniformed capabilities support	–	–	-
Subtotal, subprogramme 2	5	(3)	2
3. Special activities	11	–	11
4. Administration, New York	27	1	28
Subtotal, B	56	(3)	53
C. Programme support	3	(1)	2
Subtotal, 3	59	(4)	55
Total	844	8	852

Table 29B.31

Overall: evolution of financial and post resources

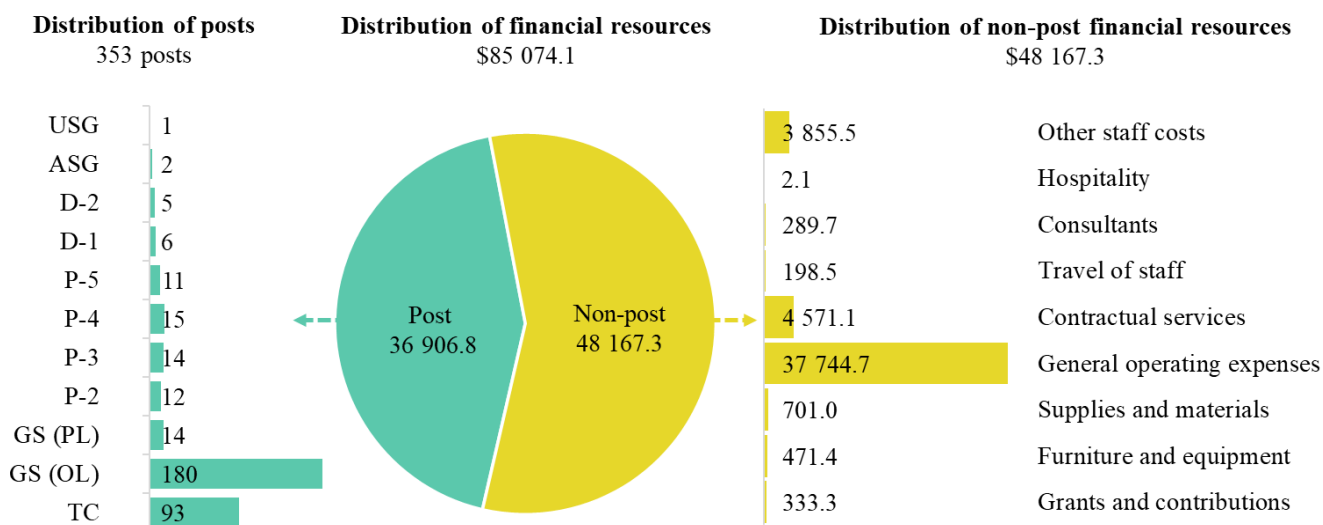
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	36 778.9	36 942.6	—	—	(35.8)	(35.8)	(0.1)	36 906.8
Non-post	48 963.2	48 481.8	(267.6)	—	(46.9)	(314.5)	(0.6)	48 167.3
Total	85 742.1	85 424.4	(267.6)	—	(82.7)	(350.3)	(0.4)	85 074.1
Post resources by category								
Professional and higher		64	—	—	2	2	3.1	66
General Service and related		289	—	—	(2)	(2)	(0.7)	287
Total		353	—	—	—	—	—	353

Figure 29B.XII

Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

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

29B.193 As reflected in table 29B.29 (1), resource changes reflect a decrease of \$267,600 under subprogramme 4, Administration, New York, related to the removal of one-time provisions in 2021, as follows:

- (a) Minor alterations, as well as furniture and equipment, for the modifications needed to be made to the existing office space in relation to the enlargement of the Advisory Committee on Administrative and Budgetary Questions (\$121,900), approved by the General Assembly in its resolution [75/252](#);

- (b) Other staff costs for project supervision and management for the implementation of a flexible workplace at United Nations Headquarters (\$145,700), approved by the General Assembly in its resolution [75/253 A](#). As indicated in his progress report on the implementation of the project ([A/75/342/Add.1](#)), the Secretary-General recommended that the project be closed out in 2021.

Other changes

29B.194 As reflected in table 29B.29 (1), resource changes reflect a net decrease of \$82,700, as follows:

- (a) **Executive direction and management.** The reduced requirements, totalling \$16,600 under travel of staff (\$4,200), contractual services (\$7,000), general operating expenses (\$1,500), supplies and materials (\$2,600) and furniture and equipment (\$1,300), are the result of the adoption of new practices and working methods, including remote working, learned in 2020 during the pandemic;
- (b) **Subprogramme 1, component 1, Human resources support.** The net increase of \$123,200 relates to:
 - (i) Increased requirements of \$137,200 under grants and contributions that would provide for the estimated 2022 regular budget share of the business support resources 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 the 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](#);
 - (ii) Reduced requirements under contractual services (\$10,000) and supplies and materials (\$4,000), attributable to the adoption of new practices and working methods learned in 2020 during the pandemic;
- (c) **Subprogramme 1, component 2, Capacity development and operational training.** The net increase of \$136,100 relates mainly to:
 - (i) Increased requirements of \$166,100 under grants and contributions that would provide for the estimated 2022 regular budget share of the business support resources 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](#);
 - (ii) The proposed establishment of one temporary position of Staff Development Officer (P-3) under other staff costs to provide support to learning managers and language teams to harmonize the learning and assessment of the six official languages of the United Nations globally, which will address General Assembly mandates on learning and multilingualism, as well as related recommendations of the oversight bodies, including those made in a recent report of the Joint Inspection Unit on multilingualism in the United Nations system ([JIU/REP/2020/6](#) and [JIU/REP/2020/6/Corr.1](#)) (\$89,300);

- (iii) Increased requirements under consultants (\$107,900), relating to the training areas of business process improvement, human resources and finance and for the Enhanced Training for High-level Operational Support programme;
 - (iv) Reduced requirements under:
 - a. Travel of staff (\$22,000) mainly as a result of the decrease in the number of trips for governance and resource stewardship training and an increase in the delivery of virtual training;
 - b. Contractual services (\$153,600) as a result of the reprioritizing of resources to meet operational requirements in other areas and to reflect efficient practices and working methods learned during 2020 through increased online training;
 - c. General operating expenses (\$55,600), reflecting lower requirements for e-learning software licenses based on past experience;
- (d) **Subprogramme 1, component 3, Health-care management and occupational safety and health.** The decrease of \$53,900 relates mainly to:
 - (i) Reduced requirements under posts (\$35,800), relating to the proposed reassignment of one post of Administrative Assistant (General Service (Other level)) as Nurse (General Service (Other level)), which would be subject to a 50 per cent vacancy rate. The proposed post would increase the support to the Clinical Governance Section to facilitate patient safety and quality improvement initiatives, as explained in annex III;
 - (ii) Reduced requirements under:
 - a. General operating expenses (\$14,400), which reflect reduced costs to be achieved through the sharing with other entities' users of the maintenance and support costs of the EarthMed electronic medical database system;
 - b. Grants and contributions (\$7,500), which reflect reduced costs to be achieved through the sharing of the costs of the HIV/AIDS post-exposure prophylaxis kit programme;
- (e) **Subprogramme 2, component 1, Integrated supply chain management.** The net increase of \$57,600 relates to:
 - (i) The proposed inward redeployment of one post of Procurement Assistant (General Service (Other level)) from the Department of Management Strategy, Policy and Compliance. The post is currently under the Vendor Review Committee, which has a functional reporting line to the Enabling and Outreach Service of the Office of Supply Chain Management in the Department of Operational Support and is being proposed to be transferred to section 29B, the Department. The proposed redeployment would align resources with the reporting structure (\$83,800), as explained in annex III; partly offset by
 - (ii) Reduced requirements under travel of staff (\$10,100), contractual services (\$6,400), general operating expenses (\$2,000), supplies and materials (\$6,500) and furniture and equipment (\$1,200), relating to the adoption of new practices and working methods learned in 2020 during the pandemic;
- (f) **Subprogramme 2, component 2, Uniformed capabilities support.** Reduced requirements totalling \$1,400 under travel of staff (\$1,100) and furniture and equipment (\$300), relating to the adoption of new practices and working methods learned in 2020 during the pandemic;
- (g) **Subprogramme 3, Special activities.** The decrease of \$9,500 under supplies and materials, reflecting expected lower requirements for emergency preparedness and office supplies;

(h) **Subprogramme 4, Administration, New York.** The net increase of \$844,000 relates to:

- (i) The net increase under posts (\$1,017,100), relating to the effort to realign resources as workload patterns evolve, as outlined below and explained in annex III:
 - a. The abolishment of three posts (1 General Service (Other level) and 2 Trades and Crafts). The abolishment of one post of Mail Assistant (General Service (Other level)) relates to the reduction in mail operations, while the abolishment of one post of Electrical Apprentice (Trades and Crafts) and one post of Electrical Maintenance Technician (Trades and Crafts) relates to the outsourcing of the functions through the restructuring of electrical maintenance services contracts;
 - b. The establishment of one post of Property Management Officer (P-3) to meet expanding requirements in support of the new delegation of authority regarding property management;
 - c. The outward redeployment of two posts of Mail Assistant (General Service (Other level)) to programme support to provide support services to the Department of Operational Support and the other New York-based entities that do not have a dedicated executive office;
 - d. The inward redeployment of one post of Senior Human Resources Assistant (General Service (Principal level)) and 15 posts of Human Resources Assistants (General Service (Other level)) from programme support. The proposal reflects the alignment of the programmatic structure to reflect human resources operations activities under the programme of work. Given that human resources operations support all New York-based Secretariat staff in processing entitlements, the functions should be reflected under the programme of work;
- (ii) The increase under other staff costs (\$411,000), relating to:
 - a. The proposal for the establishment of two general temporary assistance positions (1 Senior Human Resources Officer (P-5) and 1 Human Resources Officer (P-4)) to provide dedicated supervisory roles and support pending the General Assembly decision on the global service delivery model (\$231,400). In its resolution [75/253 A](#), the Assembly deferred a decision on the model for the Secretariat to the main part of its seventy-sixth session. As a result, additional resources are required to provide professional support for, and supervision of, the human resources operations team. Human resources operations comprise 19 General Service posts, with 16 funded from the regular budget, 2 from the support account for peacekeeping operations and 1 from extrabudgetary resources, and are responsible for providing specialized human resources support in the areas of onboarding, separations and the processing of complex entitlements (including education grants, dependency allowances and rental subsidies) for staff of all Headquarters-based United Nations entities and their respective field locations. Since 2019, professional support and supervision, including the approval of transactions, have been provided on an interim basis by temporarily redeploying resources within existing departmental internal resources. Because the decision on the global service delivery model has been deferred, and given the complexities of staff entitlements and their financial implications, the Department of Operational Support can no longer sustain such support. In addition, as the global service delivery model interim arrangement has entered its third year, the proposal reflects the alignment of the programmatic structure to reflect the activities of human resources operations under the programme of work. Given that human resources operations support all New York-based Secretariat staff in processing the above-mentioned entitlements, those functions should be reflected under the programme of work;

- b. The recruitment of temporary staff, which would be required to enable the Archives and Records Management Section to coordinate a three-year project to vacate the archive repository in the Falchi Building, facilitate the transition from the direct management of paper archives to third-party storage and build capacity for the preservation of digital archives. The project will ultimately free up resources for the critical management of digital archives and result in reduced requirements for rent and maintenance. Given the volume of documents in the Falchi repository, as well as the need to vacate and return premises by the lease's expiration, in 2024, strong project management skills and a knowledge of current trends in archive management, including digital data, will be required to coordinate the work of the staff at the Falchi location and that of contractors to process the records and dispose of, archive and digitize them in accordance with established policies (\$179,600);
 - (iii) The increase under contractual services (\$435,600), relating to:
 - a. Additional specialized services for archive processing and digitization and warehouse support for the three-year project to vacate the Falchi Building and transition to a third-party storage and records management model of United Nations archives (\$358,000);
 - b. The increase in the level of support for personnel computing service costs based on the standard-level agreement cost (\$50,000);
 - c. The increase in support costs for human resources operations as a result of the inward redeployment and establishment of posts (\$27,600);
 - (iv) The increase under furniture and equipment to ensure the adequate provision of building maintenance equipment and the replacement of vehicles (\$36,000);
 - (v) Reduced requirements under:
 - a. General operating expenses, attributable mainly to a review of, and adjustments to, electrical and other maintenance service contracts, as well as the continuation of energy-saving initiatives. A reduction in water consumption, communication and mail-related services is also anticipated, resulting from lower building occupancy after the pandemic as a result of an expected increase in flexible working arrangements under the "next normal" (\$978,700);
 - b. Supplies and materials, attributable mainly to anticipated lower requirements for office, mail and pouch supplies as a result of lower building occupancy and reduced reliance on paper documents (\$77,000);
- (i) **Programme support.** The decrease of \$1,162,200 relates to:
 - (i) The decrease under posts (\$1,100,900), relating to:
 - a. The proposed establishment of one post of Finance and Budget Officer (P-3) and the inward redeployment of two posts of Administrative Assistant (General Service (Other level)) from subprogramme 4 to manage the workload and provide the necessary support to the Department of Operational Support, the Office of Information and Communications Technology and 17 other entities in New York that do not have a dedicated executive office, as described in annex III. Those additional resources for the Headquarters Client Support Service would provide the necessary administrative support to the Department and entities funded from the regular budget. The Finance Unit of the Service comprises only one post, which is funded from the support account. No posts are funded from the regular budget of the Unit notwithstanding the support provided by the Service to the above-mentioned entities, which are funded from the regular budget;

- b. The outward redeployment of 16 posts (1 General Service (Principal level)) and 15 General Service (Other level)) to subprogramme 4, as detailed in paragraph 29B.194 (h) (i);
- (ii) Reduced requirements under:
 - a. Contractual services, relating to lower hosting costs resulting from the transition to cloud-based sharing services to allow for remote working during the pandemic (\$23,000) and the redeployment of data processing services resources associated with the posts redeployed to subprogramme 4 (\$24,500);
 - b. General operating expenses (\$5,800) for communications and supplies and materials (\$8,000) for office supplies associated with the posts redeployed to subprogramme 4.

Other assessed resources

29B.195 As reflected in tables 29B.29 (2) and 29B.30 (2), the Department receives other assessed resources under the support account for peacekeeping operations, including posts and positions, and operational resources for the delivery of reliable, consistent and sustainable field support results globally. For 2022, the projected other assessed resources amount to \$107,171,000, including 444 posts. The net decrease of \$373,300 compared with the estimates for 2021 is attributable mainly to the transfer of two posts (P-4) in the Office of Supply Chain Management to the Regional Service Centre in Entebbe, Uganda, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 ([A/75/785](#)).

Extrabudgetary resources

29B.196 As reflected in tables 29B.29 (3) and 29B.30 (3), the Department receives extrabudgetary resources, including contributions that complement regular budget resources and support the delivery of its mandates. For 2022, extrabudgetary resources are estimated at \$49,216,900 and would provide for 55 posts. The resources would be used as follows:

- (a) To provide support and services to agencies, funds and programmes in human resources, capacity development and health-care management in the following areas: language proficiency exams, language and communications programmes and the administration of special exams; and medical consultations, travel health advisories, immunizations and other medical administrative matters, such as medical clearances, sick leave certification and medical evacuations. In 2020, the United Nations System-Wide Task Force on Medical Evacuations in Response to COVID-19 was established under the leadership of the Department of Operational Support to support all United Nations personnel and their eligible dependants who were determined to have clinical needs or severe cases that required intensive care that may not have been available at their location. Extrabudgetary resources support the client offices funded from extrabudgetary sources in the areas of facilities management and office space, travel and transportation and pouch and mail services, as well as human resources services for processing separations, onboarding and complex entitlements and supporting the processing of tax advances and settlements of federal and state taxes for United States citizens and residents employed by the United Nations and its agencies, funds and programmes;
- (b) To support gender parity in the field through the senior women talent pipeline, which supports efforts to increase the number of women in United Nations peace operations and to improve human resources processes by leveraging new technology applications and tools to reduce recruitment timelines, as well as training programmes to improve the organizational governance and stewardship of senior leaders;

- (c) To support the triangular partnership project, a capacity-building model aimed at training uniformed personnel in a peacekeeping-enabling capacity through collaboration among Member States with expertise and resources, troop-contributing countries and the Secretariat.
- 29B.197 Extrabudgetary resources represent 20.4 per cent of the total estimated resources for the Department. The decrease of \$16,283,500 compared with the estimate for 2021 reflects:
- (a) The United Nations System-Wide MEDEVAC Task Force activities and funding mechanism, which are planned through the end of 2021. No activities are planned for 2022 under executive direction and management;
- (b) A reduction in estimated resources to support talent acquisition, talent pools and improvements in human resources processes resulting from the uncertainties surrounding the continuity of contributions in multilateral efforts as a result of the COVID-19 pandemic under subprogramme 1, component 1;
- (c) A reduction resulting from the scheduled completion of projects related to health-care training in, and the discontinuation of, medical testing for COVID-19 (through polymerase chain reaction testing) and medical oversight services required in accordance with New York State law during the COVID-19 pandemic under subprogramme 1, component 3;
- (d) A reduction resulting from the completion of the engineering project under subprogramme 2, component 1, and the comprehensive study on post-traumatic stress disorder under subprogramme 2, component 2.
- 29B.198 The above-mentioned decreases were offset by increases in estimates for the triangular partnership project for the expansion of medical and engineering training under subprogramme 3 and an expected increase in facilities management owing to an increase and cost escalations in lease and maintenance contracts, as well as increased demand for reimbursable services after the pandemic in travel and special events under subprogramme 4.
- 29B.199 The extrabudgetary resources under this section are subject to the oversight of the Department of Operational Support which has delegated authority from the Secretary-General.

Executive direction and management

- 29B.200 The Office of the Under-Secretary-General consists of a front office, the Strategic Support Team, the Performance and Analytics Section, the Audit Response and Boards of Inquiry Section and the Environment Section.
- 29B.201 The Under-Secretary-General for Operational Support is responsible for the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work. She or he co-chairs the Management Client Board jointly with the Under-Secretary-General for Management Strategy, Policy and Compliance and is assisted by the Assistant Secretary-General for Support Operations and the Assistant Secretary-General for Supply Chain Management.
- 29B.202 The Assistant Secretary-General for Support Operations provides leadership and direction to support clients across the Secretariat through the provision of guidance on, and advisory services relating to, the exercise of their authorities for the successful implementation of mandates and operational process improvements in human resources, health-care management and occupational safety.
- 29B.203 The Assistant Secretary-General for Supply Chain Management is responsible for all of the activities of the Office of Supply Chain Management, as well as its administration and management. The Assistant Secretary-General provides leadership and direction relating to the implementation and coordination of the organizational entities, which, together, form the Organization's integrated supply chain and uniformed capabilities support.
- 29B.204 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 2022, the activities and continuous efforts of the Department will be based on feedback from clients and on data. The Department will continuously improve its effectiveness by using performance data analytics to inform its decision-making and reporting and will embrace both innovative and proven technologies to serve staff and their beneficiaries effectively.

29B.205 Information on compliance with the timely submission of documentation and advanced booking for air travel is reflected in table 29B.32.

29B.206 The Department has taken measures to improve its compliance rate by encouraging early engagement with relevant stakeholders, such as United Nations entities and partners, to better align travel dates, as well as by implementing improved tracking of milestones and timelines for projects with field entities to allow for the enhanced planning and coordination of travel. It has emphasized the travel policy requirement to relevant external participants, such as meeting participants and trainers, and set deadlines for external participants to ensure that necessary personnel data are provided in a timely manner. The Department has assigned additional staff to review and certify travel requests, thereby reducing the length of time of pending certifications. This measure was supported by increased follow-up and assistance provided to certifying officers.

Table 29B.32

Compliance rate

(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	41	44	100	100

29B.207 The proposed regular budget resources for 2022 amount to \$1,761,800 and reflect a decrease of \$16,600 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 29B.194 (a) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29B.33 and figure 29B.XIII.

Table 29B.33

Executive direction and management: evolution of financial and post resources

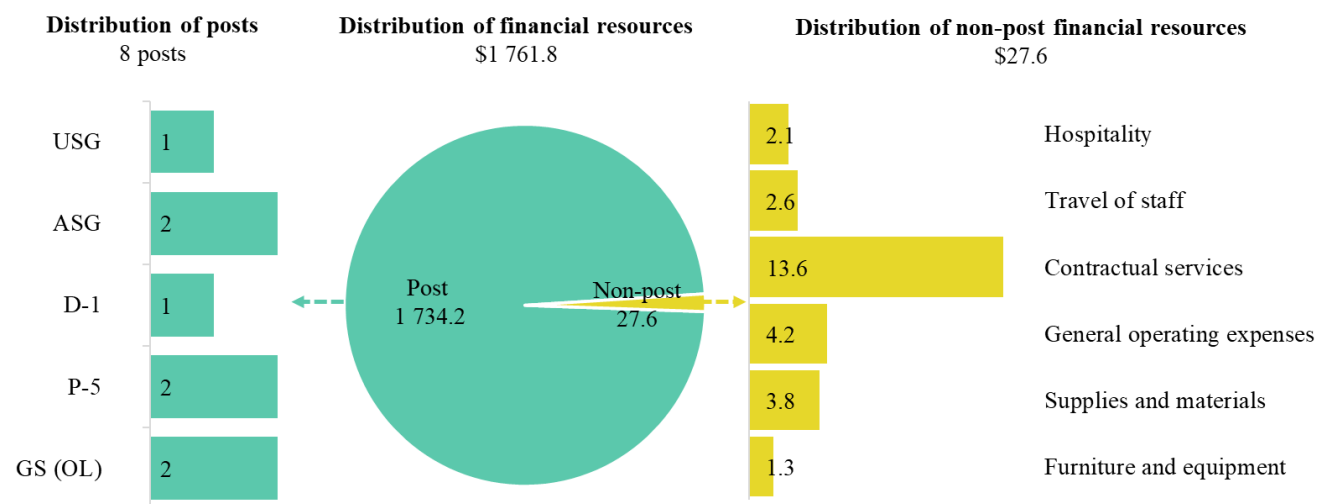
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 626.6	1 734.2	—	—	—	—	—	1 734.2
Non-post	13.1	44.2	—	—	(16.6)	(16.6)	(0.9)	27.6
Total	1 639.9	1 778.4	—	—	(16.6)	(16.6)	(0.9)	1 761.8
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 29B.XIII

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

(Number of posts/thousands of United States dollars)

**Other assessed resources**

- 29B.208 The executive direction and management component is supported by other assessed resources of \$6,677,100 under the budget for the support account for peacekeeping operations for the period from 1 July 2022 to 30 June 2023, including 36 posts (4 P-5, 9 P-4, 11 P-3 and 12 GS (Other level)) and operational resources. The Office of the Under-Secretary-General, the Office of the Assistant Secretary-General for Supply Chain Management and the Office of the Assistant Secretary-General for Support Operations will provide executive management support to the Under-Secretary-General, including with regard to strategic direction and through analytics and management governance, to help to drive the continuous improvement of operational business processes within the Department of Operational Support and throughout the Secretariat; engage on audit response, boards of inquiry and environmental issues; and ensure that the Department is adequately configured to respond to operational support needs and priorities.

Extrabudgetary resources

- 29B.209 For 2021, extrabudgetary resources are estimated at \$18,123,900 and would be used to carry out the activities of the United Nations System-Wide MEDEVAC Task Force. The funding mechanism was established to enable the United Nations system and its partners to remain and deliver on the ground. As in 2020, costs incurred by the Secretariat on behalf of the United Nations system will continue to be funded through the agreed cost-sharing arrangement with the largest United Nations system entities and donor funding. As a key implementing entity for the Medevac funding mechanism, the Secretariat is responsible for the contractual agreements for the provision of treatment within medical facilities, as well as with air ambulance service providers. The Task Force's activities and funding mechanism are planned through the end of 2021. No activities are planned for 2022.

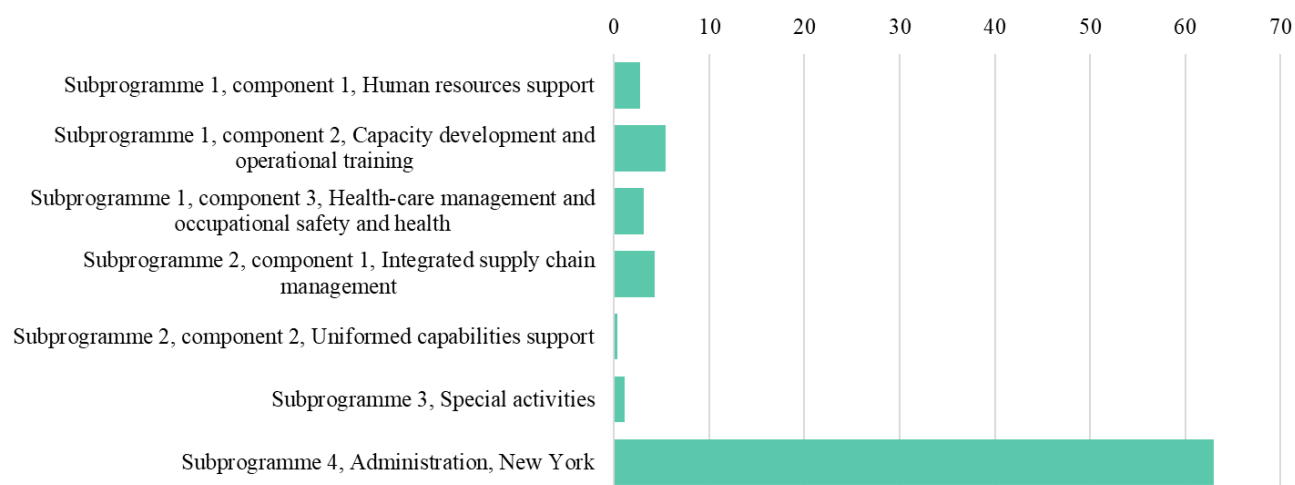
Programme of work

- 29B.210 The proposed regular budget resources for 2022 amount to \$81,723,500 and reflect a net increase of \$828,500 compared with the appropriation for 2021. The proposed increase is explained in paragraph 29B.193 and paragraphs 29B.194 (b) to 29B.194 (h) above. The distribution of resources by subprogramme is reflected in figure 29B.XIV.

Figure 29B.XIV

Distribution of proposed resources for 2022 by subprogramme

(Millions of United States dollars)


**Subprogramme 1
Support operations**
**Component 1
Human resources support**

29B.211 The proposed regular budget resources for 2022 amount to \$2,766,400 and reflect a net increase of \$123,200 compared with the appropriation for 2021. The proposed increase of \$123,200 is explained in paragraph 29B.194 (b) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29B.34 and figure 29B.XV.

Table 29B.34

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

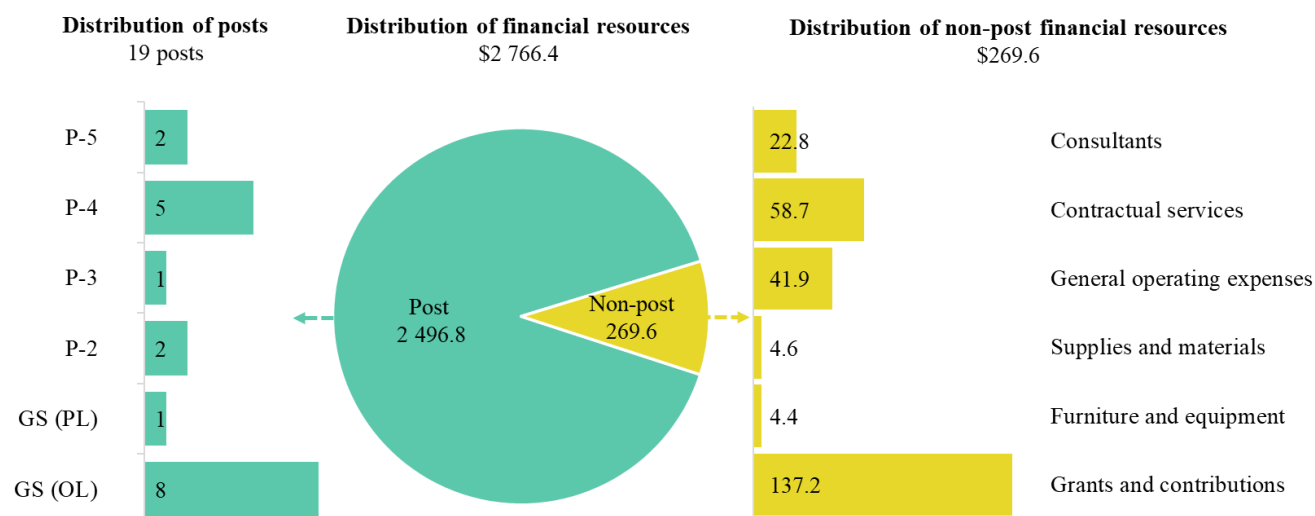
(Thousands of United States dollars/number of posts)

	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	3 112.6	2 496.8	—	—	—	—	—	2 496.8
Non-post	147.9	146.4	—	—	123.2	123.2	84.1	269.6
Total	3 260.6	2 643.2	—	—	123.2	123.2	4.7	2 766.4
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		9	—	—	—	—	—	9
Total		19	—	—	—	—	—	19

Figure 29B.XV

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

(Number of posts/thousands of United States dollars)

**Other assessed resources**

- 29B.212 The component is supported by other assessed resources of \$14,279,700 under the support account for peacekeeping operations, including 87 posts (1 D-2, 2 D-1, 6 P-5, 9 P-4, 28 P-3, 2 P-2, 7 General Service (Principal level) and 32 General Service (Other level)) and operational resources, and will continue to contribute to the strengthened human resources management capacity of all Secretariat entities and provide consistent, high-quality, timely advice on the proper exercise of human resources-delegated authority to business partners across the Secretariat in support of the entity's mandate, improve and facilitate efficiencies in various human resources processes through streamlining and simplification and the effective use of technology and offer diverse and high-quality talent pools of candidates by managing rosters across all job families. The net increase of \$331,400, compared with the estimate for 2021, is attributable mainly to the inward redeployment of two posts (1 P-2 and 1 General Service (Other level)) from subprogramme 1, component 2, for the Personnel Records Management Unit.

Extrabudgetary resources

- 29B.213 Extrabudgetary resources for the component are estimated at \$1,891,700 and would be used as follows:
- To administer the language proficiency examination to staff members from the United Nations system, as well as to provide support to United Nations departments and offices through various assessment services, including the development and delivery of pre-employment assessment tests for regular and temporary job openings in the Professional and higher categories and the General Service and related categories and the training of subject matter experts in exam development and administration (\$309,100);
 - To support talent acquisition, talent pools and process improvement in human resources processes. Extrabudgetary resources would enable the Secretariat's flagship project aimed at supporting gender parity in the field. The senior women talent pipeline, which was established in 2014 to support efforts to increase the number of women in United Nations peace operations, serves as an important tool for missions striving to meet the gender parity targets established in the system-wide strategy on gender parity. The component will provide the operational functions of the pipeline, including support for the 260 members, as well as the planning and implementation of programmatic activities aimed at supporting women as they apply. The

component intends to use extrabudgetary resources to support ongoing efforts to streamline processes in the area of human resources across the Secretariat and in the field. The component has partnered with the Office of Information and Communications Technology to identify, prioritize and implement a series of process improvements. Recruitment process improvement enables head of entities to meet the recruitment timeline of 120 days established by the General Assembly. The next suite of tools will be focused on new applications that leverage advanced technology for the civilian recruitment process, with the aim of increasing candidate and hiring manager satisfaction and filling newly created posts quickly with appropriate candidates from the pool. The onboarding process improvement project is an initiative aimed at reducing onboarding timelines and improving the onboarding experience for key stakeholders (candidates, human resources staff and hiring managers) through streamlining, simplifying and harmonizing the onboarding process across the Secretariat. The expected resources for 2021 are \$780,900, with no resources for 2022 owing mainly to the uncertainties surrounding the continuity of donor funding and general cuts to multilateral efforts as a result of the COVID-19 pandemic;

- (c) To facilitate the rostering process to fill international vacancies through generic job openings as approved by the General Assembly. Resources are based on a proposed cost-sharing model between each peacekeeping mission and each special political mission that supports the expert panels, which are an integral part of the roster-based recruitment system. The expert panel assesses and recommends candidates who have applied against generic job openings for posts at field missions in order to reduce the administrative timeline for individual hiring managers and enhance the quality and integrity of the recruitment process by centralizing assessments. In addition, the component anticipates continuing the use of resources to support global Umoja human resources activities, as well as to coordinate process changes, improvements in the system, training and the implementation and roll-out of changes, production support and change management and communication to all Secretariat entities (\$1,582,600).

Component 2

Capacity development and operational training

- 29B.214 The proposed regular budget resources for 2022 amount to \$5,420,600 and reflect a net increase of \$136,100 compared with the appropriation for 2021. The proposed increase of \$136,100 is explained in paragraph 29B.194 (c) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29B.35 and figure 29B.XVI.

Table 29B.35

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

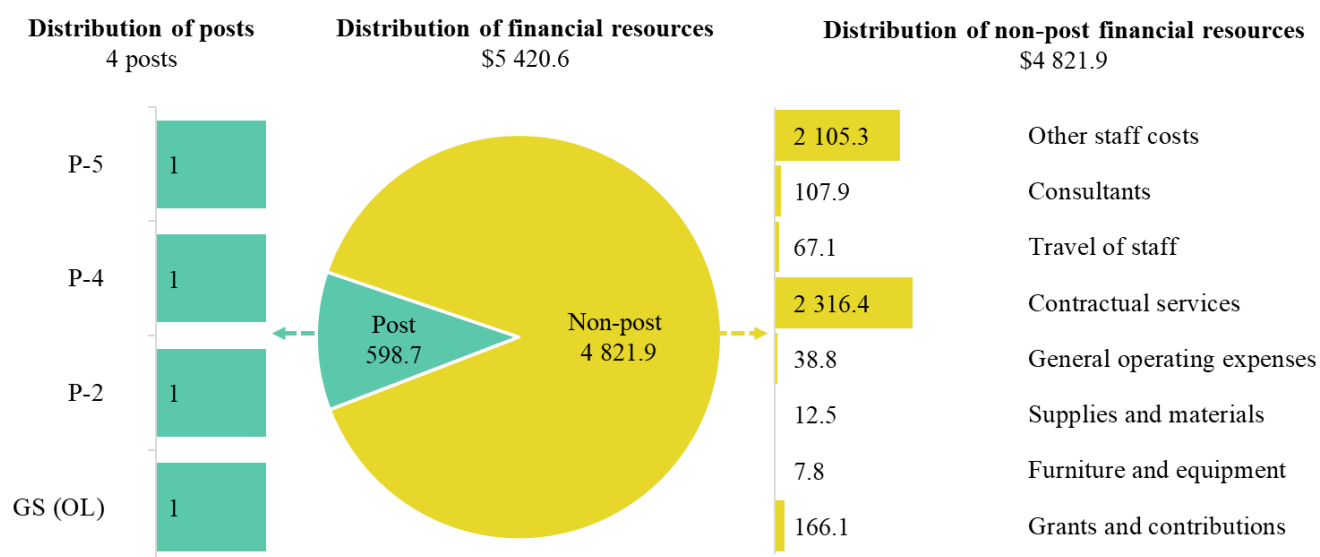
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	635.1	598.7	—	—	—	—	—	598.7
Non-post	4 891.7	4 685.8	—	—	136.1	136.1	2.9	4 821.9
Total	5 526.8	5 284.5	—	—	136.1	136.1	2.6	5 420.6
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 29B.XVI

Subprogramme 1, component 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed resources**

- 29B.215 The component is supported by other assessed resources of \$4,587,400 under the support account for peacekeeping operations, including 31 posts (1 D-1, 1 P-5, 5 P-4, 6 P-3, 1 P-2, 3 General Service (PL) and 14 General Service (Other level)) and operational resources. It will continue to prioritize the expansion of cost-effective access to critical operational skills programmes; support executive governance and the exercise of delegated authority; and support continuous operational business process improvements, including through the process improvement advisory group. The Capacity Development and Operational Training Service will continue to work in partnership with the Department of Peace Operations through an arrangement whereby a number of posts are embedded in the Policy, Evaluation and Training Division. The extensive operational training programmes of the Service involve active partnership with the Umoja project as well as various business owners. In the area of knowledge management, the Service will prioritize the development and scaling of the knowledge management platform, known as the Knowledge Gateway, for internal guidance related to administrative and operational support. The Service will work to broaden the linguistic diversity of United Nations personnel and commit itself to expanding the range and content of training programmes by optimizing existing in-house expertise. The net decrease of \$477,400, compared with the estimate for 2021, is attributable mainly to the outward redeployment of two posts (1 P-2 and 1 General Service (Other level)) to the Human Resources Services Division of subprogramme 1, component 1, to realign the functions of administration and archiving of international staff members serving in field operations, originally transferred to the Service at the time of the creation of the Department of Operational Support, to the office that has this functional responsibility.

Extrabudgetary resources

- 29B.216 The extrabudgetary resources for the component are estimated at \$722,200 and would be used as follows:
- To administer the Schoolhouse for Supply Chain Management programme, a tailored, web-based training platform, offers hundreds of courses in supply chain management and thousands more on a variety of topics, including sourcing and procurement, leadership, management, finance and analytics. As a result of its accessibility, it offers learning opportunities to

personnel outside peacekeeping operations in the area of supply chain management. The estimate for 2022, amounting to \$45,000, will be for the annual base fee charged by the programme. The variance between 2021 and 2022 is attributable to the fact that the funding arrangements will first begin in mid-2021 for six months, hence the double expenditure for the full year in 2022;

- (b) The coordination and delivery of programmes aimed at the improvement of the organizational governance and stewardship of senior leaders charged with delegated authorities, further supported by a series of follow-up individualized advisory engagements to support the implementation of agreed action plans by the respective entity. Delivery of the training programme is open to all Secretariat entities, whether at Headquarters locations, regional offices, peacekeeping missions or special political missions. The estimate for 2022, amounting to \$145,300, pertains to the delivery of 13 sessions to approximately seven entities for governance programme sessions, with additional six entities benefiting from follow-up individualized advisory engagements to strengthen agreed action plans to improve governance and the subdelegation of authority structures. The programme is delivered in conjunction with the Chartered Institute of Public Finance and Accountancy, an organization in the United Kingdom of Great Britain and Northern Ireland with leading-edge expertise in international good governance frameworks for public sector entities. The variance between the 2021 and 2022 estimates is a result of a renewed emphasis on delivery throughout 2022;
- (c) Support for language training needs in the six official languages of the United Nations, as well as communication training services for the global Secretariat. The component plans to develop courses and supplement a year-round language programme, including a summer term. The estimate for 2022 amounts to \$531,900. The variance between 2021 and 2022 is mainly a result of increased support to oversee the Language and Communications Training Unit;
- (d) In 2020, the Capacity Development and Operational Training Service was requested to carry out a scoping exercise to assess the viability of establishing and maintaining a women peacekeepers' network platform to connect the former, present and future uniformed and civilian women peacekeepers across the peacekeeping entities to support information-sharing, build relationships and share experiences. The exercise was aimed at identifying the parameters of any needed network and how they might relate to other initiatives inside and outside the United Nations, as well as at proposing a recommended project plan. The proposal has yet to be finalized or be endorsed, hence no projection is viable for the remainder of 2021 or for 2022.

Component 3

Health-care management and occupational safety and health

- 29B.217 The proposed regular budget resources for 2022 amount to \$3,151,500 and reflect a net decrease of \$53,900 compared with the appropriation for 2021. The proposed decrease of \$53,900 is explained in paragraph 29B.194 (d) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29B.36 and figure 29B.XVII.

Table 29B.36

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

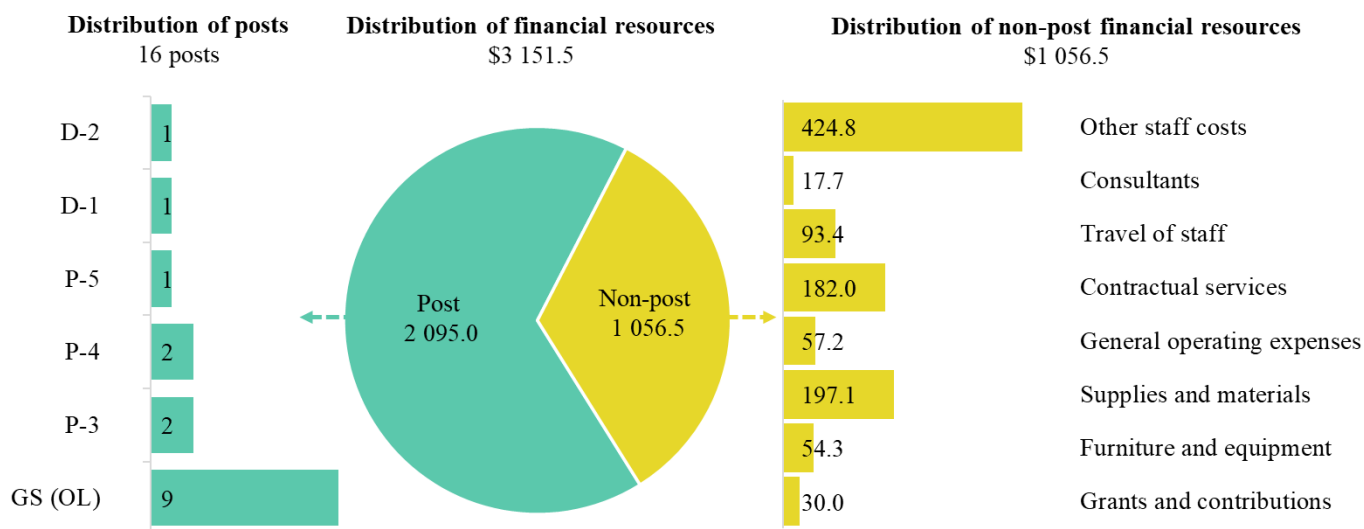
(Thousands of United States dollars/number of posts)

	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	2 320.4	2 130.8	—	—	(35.8)	(35.8)	(2.0)	2 095.0
Non-post	1 051.7	1 074.6	—	—	(18.1)	(18.1)	(1.7)	1 056.5
Total	3 372.2	3 205.4	—	—	(53.9)	(53.9)	(1.7)	3 151.5
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		9	—	—	—	—	—	9
Total		16	—	—	—	—	—	16

Figure 29B.XVII

Subprogramme 1, component 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed resources**

- 29B.218 The component is supported by other assessed resources of \$3,382,800 under the support account for peacekeeping operations, including 18 posts (1 P-5, 7 P-4, 2 P-3 and 8 General Service (Other level)) and non-post resources, and will continue to contribute to increasing the safety and health protection of United Nations personnel in peacekeeping operations. That will be accomplished through the development and implementation of a fully integrated and prevention-driven occupational safety and health risk management system, which will reduce work-related injuries and ill health and will limit their severity and impact on the workforce and on the mandate of missions. The system will be developed further and integrated into the EarthMed clinical record system to allow incident reporting and the correlation of safety incidents with workplace absence. Health-care management will be accomplished through the maintenance of a medical performance framework that includes standards for the quality of care provided, as well as those for United Nations

practitioners, hospitals and medical evacuation capabilities. The component will prepare the outline of a clinical governance framework to ensure standardized, safe and timely health care. With the delegation of some medical administrative tasks to the field (e.g., sick leave and clearances), the component is implementing an audit and review process to ensure the quality of those services. The component will strategize on and implement medical workforce planning, including by continuing the development of specialized training for medical staff in the field.

Extrabudgetary resources

29B.219 Extrabudgetary resources for the component are estimated at \$3,449,000 and would be used as follows:

- (a) To provide for 12 posts (1 P-5, 1 P-4, 2 P-3, 2 P-2, 3 General Service (Principal level) and 3 General Service (Other level)), as well as non-post resources. The resources provide all clinical and medico-administrative services for the Headquarters staff of the specialized agencies and programmes, including travel advisory consultations, immunizations, ergonomic assessments, medical clearances, certifications of sick leave claims, recommendations for medical evacuations and repatriations, advice on medical entitlements and support for workplace safety and health. The component provides technical oversight over United Nations clinics administered by the specialized agencies, including the organization of annual meetings of medical doctors and nurses, group and online training courses and webinars for health-care personnel, and provides support for the recruitment of health-care personnel through the credentialing of such personnel deployed to field duty stations. In addition, the resources contribute to the annual maintenance and support of the EarthMed electronic medical database system, for all of its 485 users at all duty stations;
- (b) Other extrabudgetary resources in the amount of \$50,000 would provide support to HIV programmes at peacekeeping missions and for the overall management of HIV post-exposure prophylaxis kits. The component manages the assessment and oversight of HIV programmes at peacekeeping missions and provides continuous technical support to their HIV programmes. It also coordinates the distribution of HIV post-exposure prophylaxis kits for all duty stations and develops training tools for such prophylaxis for country managers and custodians;
- (c) Extrabudgetary resources in the amount of \$50,000 would provide training on health-care quality and patient safety for medical personnel in peacekeeping operations. The resources would be used to implement hospital reform and health-care safety and quality standards at all United Nations level 1+, 2 and 3 health-care facilities in peacekeeping operations, as well as to implement new policy on the use of blood and blood products. In 2020, the provision of the United Nations Buddy First Aid Course and medical assistants' courses were delayed owing to COVID-19-related travel restrictions. However, the component is working on the development of an e-learning course related to health-care quality and patient safety standards and is continuing to work on the development of a framework for the use of blood and blood products. Both projects are expected to be nearly completed in 2021. The decrease of \$575,700 in the projected expenditures reflects the planned completion of the projects in 2021.

29B.220 The overall reduction of \$985,700 from the 2021 estimate is a result of the scheduled completion of projects related to health-care training in 2021 (\$575,700), as explained in the paragraph above, and the discontinuation of medical polymerase chain reaction testing and medical oversight services required by the New York State law during the COVID-19 pandemic (\$410,000).

Subprogramme 2 Supply chain management

Component 1 Integrated supply chain management

29B.221 The proposed regular budget resources for 2022 amount to \$4,296,000 and reflect a net increase of \$57,600 compared with the appropriation for 2021. The proposed increase of \$57,600 is explained in paragraph 29B.194 (e) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29B.37 and figure 29B.XVIII.

Table 29B.37

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

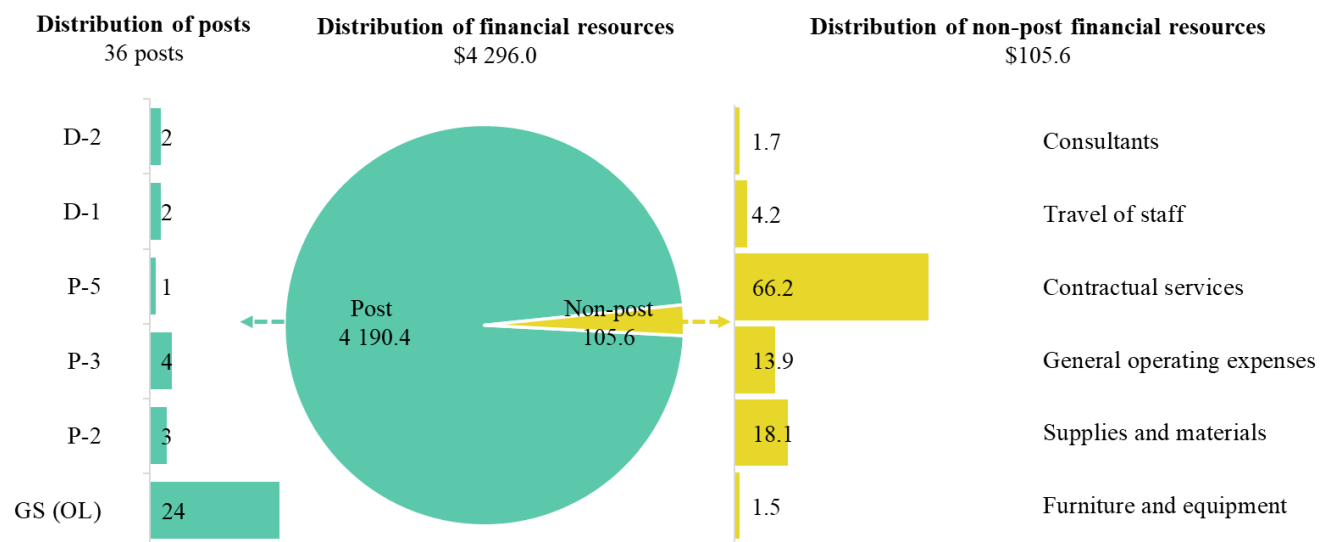
(Thousands of United States dollars/number of posts)

	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	3 307.1	4 106.6	—	—	83.8	83.8	2.0	4 190.4
Non-post	69.3	131.8	—	—	(26.2)	(26.2)	(19.9)	105.6
Total	3 376.3	4 238.4	—	—	57.6	57.6	1.4	4 296.0
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		23	—	—	1	1	4.3	24
Total		35	—	—	1	1	2.9	36

Figure 29B.XVIII

Subprogramme 2, component 1: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

- 29B.222 The component is supported by other assessed resources of \$32,806,300 under the support account for peacekeeping operations, including 165 posts (4 D-1, 9 P-5, 39 P-4, 62 P-3, 4 P-2, 3 General Service (Principal level) and 44 General Service (Other level)) and non-post resources, and will continue to contribute to the coordination and execution of key supply chain areas, such as planning and performance management, sourcing and procurement, logistical support, vendor management and supplier diversity and aviation safety. The net decrease of \$471,100, compared with the estimate for 2021, is attributable to the redeployment of two posts of Regional Procurement Officer to the newly established Global Procurement Support Section of the Regional Service Centre in Entebbe.

Extrabudgetary resources

- 29B.223 Extrabudgetary resources for the subprogramme are estimated at \$362,900 and would provide for two posts (1 P-4 and 1 General Service (Other level)), as well as non-post resources. The resources would support procurement actions in the areas of corporate support services for field and Headquarters operations. The expected decrease is attributable mainly to the completion of the following aspects of the project: for engineering and technical design, research and analysis, outreach and awareness-raising. The resources will complement the support account budget resources and contribute to the implementation of the mandated activities and related results.

Component 2

Uniformed capabilities support

- 29B.224 The proposed regular budget resources for 2022 amount to \$298,200 and reflect a decrease of \$1,400 compared with the appropriation for 2021. The proposed decrease of \$1,400 is explained in paragraph 29B.194 (f) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29B.38 and figure 29B.XIX.

Table 29B.38

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

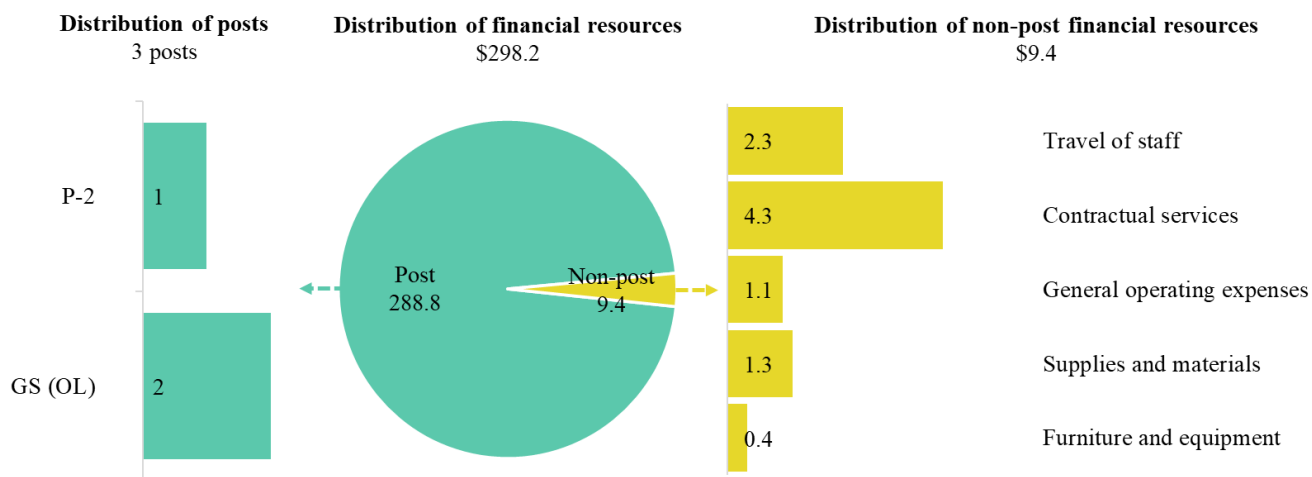
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	235.8	288.8	—	—	—	—	—	288.8
Non-post	7.6	10.8	—	—	(1.4)	(1.4)	(13.0)	9.4
Total	243.4	299.6	—	—	(1.4)	(1.4)	(0.5)	298.2
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		2	—	—	—	—	—	2
Total		3	—	—	—	—	—	3

Figure 29B.XIX

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

(Number of posts/thousands of United States dollars)

**Other assessed resources**

- 29B.225 The component is supported by other assessed resources of \$10,928,100 under the support account for peacekeeping operations, including 37 posts (1 D-2, 2 P-5, 6 P-4, 11 P-3, 3 General Service (Principal level) and 14 General Service (Other level)) and operational resources, and will continue to contribute to serving as single point of contact for all administrative and logistical issues pertaining to the deployment of troops and related reimbursement to Member States. The net increase of \$395,700, compared with the estimate for 2021, is attributable to travel of staff to conduct the quadrennial troop cost survey in line with General Assembly resolution [67/261](#), as well as the continuation of general temporary assistance positions to support the continuation of the process of reviewing existing post-traumatic stress disorder claims.

Extrabudgetary resources

- 29B.226 For 2021, extrabudgetary resources are estimated at \$160,000 and would be used for consultancy and other operational costs related to post-traumatic stress disorder. The project, which is expected to be completed in 2021, would support a comprehensive study on the disorder as it relates to uniformed personnel deployed to United Nations peace operations and would be utilized to develop a framework for the disorder within the Organization.

**Subprogramme 3
Special activities**

- 29B.227 The proposed regular budget resources for 2022 amount to \$1,140,400 and reflect a decrease of \$9,500 compared with the appropriation for 2021. The proposed decrease of \$9,500 is explained in paragraph 29B.194 (g) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29B.39 and figure 29B.XX.

Table 29B.39

Subprogramme 3: evolution of financial and post resources

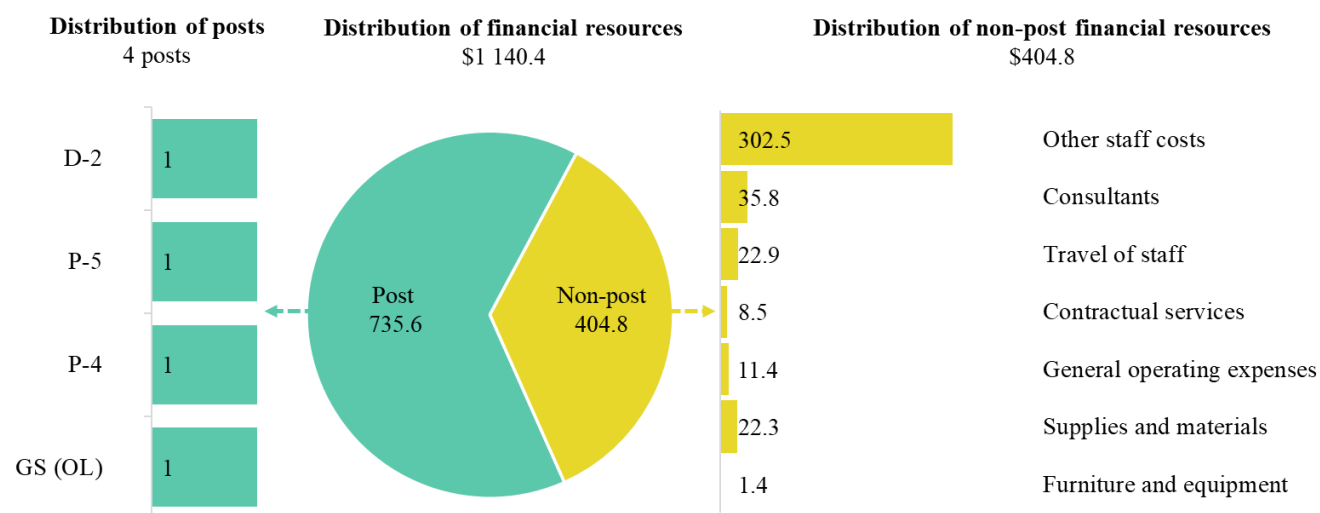
(Thousands of United States dollars/number of posts)

	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	719.2	735.6	—	—	—	—	—	735.6
Non-post	442.2	414.3	—	—	(9.5)	(9.5)	(2.3)	404.8
Total	1 161.4	1 149.9	—	—	(9.5)	(9.5)	(0.8)	1 140.4
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		1	—	—	—	—	—	1
Total		4	—	—	—	—	—	4

Figure 29B.XX

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

(Number of posts/thousands of United States dollars)

**Other assessed resources**

- 29B.228 The subprogramme is supported by other assessed resources of \$8,366,500 under the support account for peacekeeping operations, including 47 posts (2 D-1, 9 P-5, 10 P-4, 7 P-2, 3 General Service (Principal level) and 16 General Service (Other level)) and operational resources. It will support special situation requirements – the start-up, surge, transition and liquidation of Secretariat entities – and the exercise of authorities on behalf of entities to which authority has not been granted owing to a lack of capacity or from which authorities have been temporarily withdrawn. It will identify and plan for emerging support requirements and a dedicated support partnership capacity to manage relationships with non-Secretariat entities that the United Nations has been mandated to support. The net decrease of \$340,100, compared with the estimate for 2021, is attributable to lower post costs as a result of the reassignment of three posts.

Extrabudgetary resources

- 29B.229 Extrabudgetary resources for the triangular partnership project are estimated at \$7,083,800 and would provide for 11 posts (2 P-5, 4 P-4, 2 P-3 and 3 General Service (Other level)), as well as non-post resources. The resources would be used mainly for: the development and roll-out of new remote and mixed training products; the establishment of systems and business processes to improve programme deliverables to better target the requirements of peacekeeping missions and measure the outcome and impact of training; the resumption of on-site engineering and medical courses in the fourth quarter of 2021; coordination with Secretariat and other partners on the enhanced targeting and alignment of triangular partnership project activities; and outreach with Member States for the expansion of the base of countries as donors and hosts of training and for content development. The increase in the project cost estimate between 2021 and 2022 is attributable to the projected expansion of medical and engineering training. The projected expansion will result in additional travel and rental of premises in various training locations, as well as an increase in the procurement of medical supplies.

Subprogramme 4
Administration, New York

- 29B.230 The proposed regular budget resources for 2022 amount to \$64,650,400 and reflect a net increase of \$576,400 compared with the appropriation for 2021. The proposed net increase is explained in paragraphs 29B.193 and 29B.194 (h) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29B.40 and figure 29B.XXI.

Table 29B.40

Subprogramme 4: evolution of financial and post resources

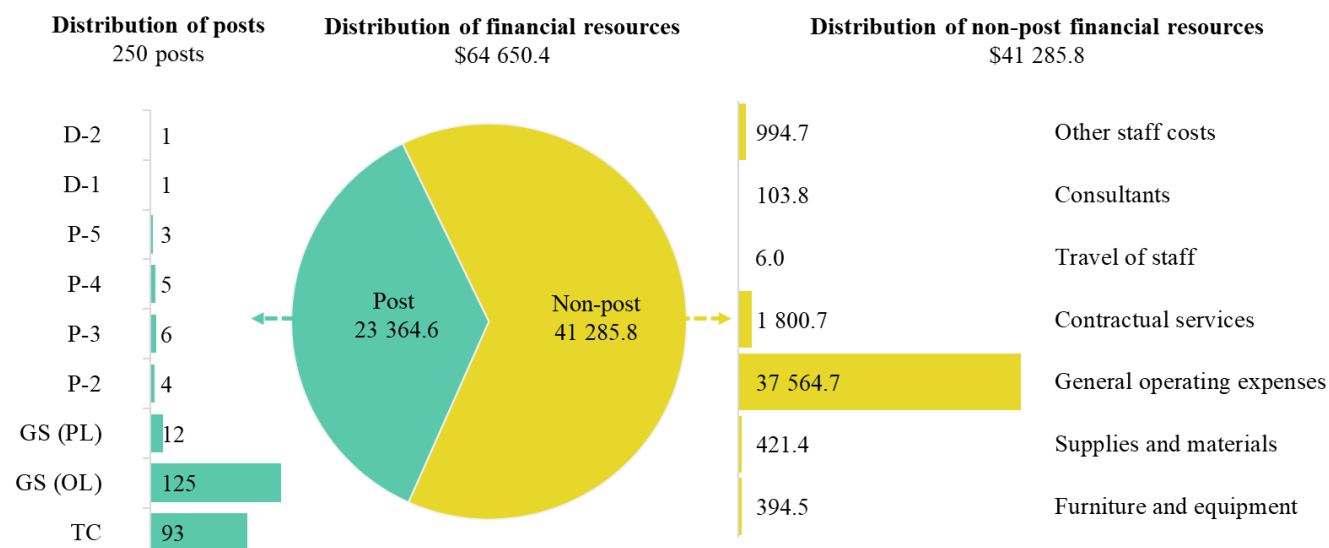
(Thousands of United States dollars/number of posts)

	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	22 332.3	22 347.5	–	–	1 017.1	1 017.1	4.6	23 364.6
Non-post	42 244.1	41 726.5	(267.6)	–	(173.1)	(440.7)	(1.1)	41 285.8
Total	64 576.4	64 074.0	(267.6)	–	844.0	576.4	0.9	64 650.4
Post resources by category								
Professional and higher		19	–	–	1	1	5.3	20
General Service and related		219	–	–	11	11	5.0	230
Total		238	–	–	12	12	5.0	250

Figure 29B.XXI

Subprogramme 4: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

**Other assessed resources**

- 29B.231 The subprogramme is supported by other assessed resources of \$24,026,000 under the support account for peacekeeping operations, including 10 posts (1 P-4, 1 P-3, 2 P-2 and 6 General Service (Other level)) and operational resources, and will continue to be used mainly to provide office accommodations and other common services for support account-funded posts at Headquarters. Other assessed resources are also used for travel, mail and pouch services and archiving and records management services for peacekeeping missions. The net increase of \$373,900, compared with the estimate for 2021, is attributable to updated rental costs for staff and contractors, as well as the inward redeployment of human resources operations from programme support.

Extrabudgetary resources

- 29B.232 Extrabudgetary resources for the subprogramme are estimated at \$34,993,100 and would provide for 28 posts (1 P-4, 2 P-3, 1 P-2, 2 General Service (Principal level), 19 General Service posts (Other level) and 3 Trades and Crafts), as well as non-post resources. The resources support client offices funded from extrabudgetary sources primarily in the areas of human resources and financial management; the processing of federal and state income taxes for all staff who are United States taxpayers; facilities management and office accommodations; and funds and programmes in the areas of travel, transportation and mail and pouch services, which are provided on a cost-recovery basis. Extrabudgetary resources are also received for the provision of special events and the coordination of cost-recovery activities for all non-calendar events at Headquarters, as well as for the installation and maintenance of gifts to the Organization. The expected increase of \$1,480,200 is attributable to contractual rate increases and cost escalations in leases and maintenance contracts, anticipated increases for reimbursable services after the pandemic in travel and special events (\$1,240,500) and the processing of separations, onboarding and complex entitlements (including education grants, dependency allowances and rental subsidies) for staff funded from extrabudgetary resources (\$239,700), relating to the inward redeployment of human resources operations from programme support.

Programme support

29B.233 The proposed regular budget resources for 2022 amount to \$1,588,800 and reflect a decrease of \$1,162,200 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 29B.194 (i) above. Additional details on the distribution of the proposed resources for 2022 are reflected in table 29B.41 and figure 29B.XXII.

Table 29B.41

Programme support: evolution of financial and post resources

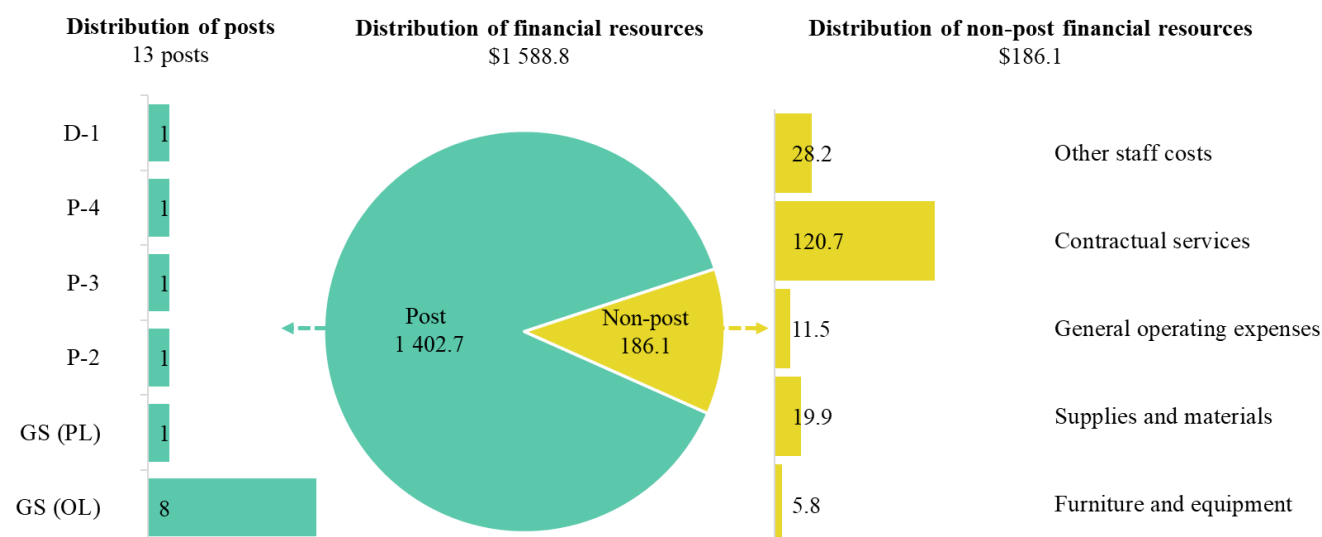
(Thousands of United States dollars/number of posts)

	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	2 489.9	2 503.6	–	–	(1 100.9)	(1 100.9)	(44.0)	1 402.7
Non-post	95.2	247.4	–	–	(61.3)	(61.3)	(24.8)	186.1
Total	2 585.1	2 751.0	–	–	(1 162.2)	(1 162.2)	(42.2)	1 588.8
Post resources by category								
Professional and higher		3	–	–	1	1	33.3	4
General Service and related		23	–	–	(14)	(14)	(60.9)	9
Total		26	–	–	(13)	(13)	(50.0)	13

Figure 29B.XXII

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

(Number of posts/thousands of United States dollars)



Other assessed resources

29B.234 Programme support is supported by other assessed resources of \$2,117,100 under the support account for peacekeeping operations, including 13 posts (1 P-5, 1 P-4, 3 P-3, 1 General Service (Principal level) and 7 General Service (Other level)) and operational resources, and will continue to provide administrative support services in the areas of human resources, budget and finance and general

administration to the Department of Operational Support, the Office of Information and Communications Technology and other entities in New York that do not have a dedicated executive office. The reduction from 2021 is attributable mainly to the outward redeployment of human resources operations to subprogramme 4.

Extrabudgetary resources

- 29B.235 Extrabudgetary resources for programme support are estimated at \$714,300 and would provide for two posts (1 General Service (Principal level) and 1 General Service (Other level)), as well as non-post resources, to support client offices funded from extrabudgetary sources primarily in the areas of management of voluntary contributions, including the review and approval of memorandums of agreement, providing overall management of the contributions to ensure available funding for projects, as well as assistance in financial reporting to donors. The reduction from 2021 is attributable mainly to the redeployment of human resources operations to subprogramme 4.

Annex I

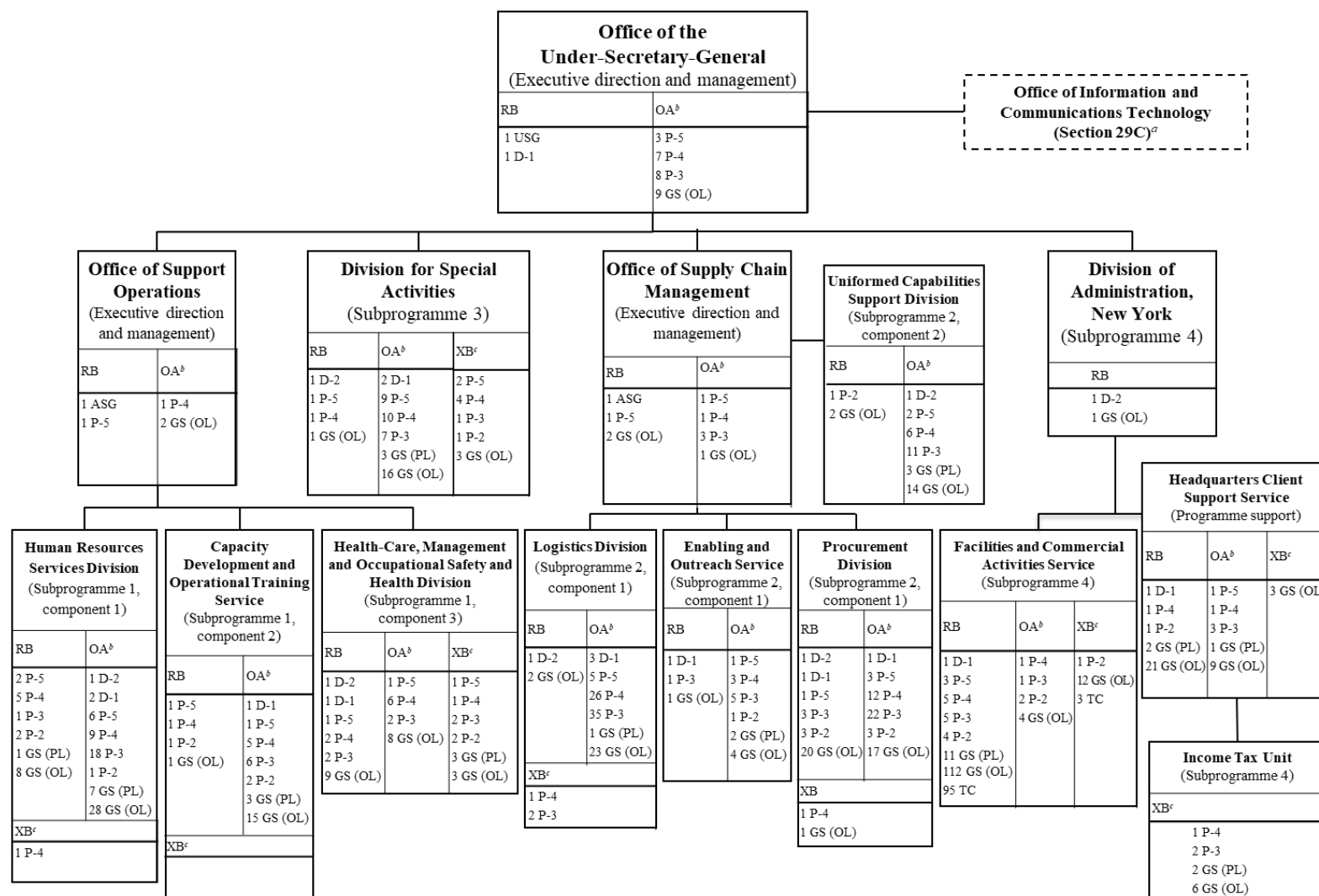
Organizational structure and post distribution for 2022

Two charts showing the organizational structure of the Department of Operational Support are presented below. Chart A reproduces the approved organizational structure for 2021, as contained in document [A/75/6 \(Sect. 29B\)](#). Chart B presents the proposed organizational structure for 2022.

Justification for the proposed changes

The structure of the Department of Operational Support has not changed, given that human resources operations continue to report to the Headquarters Client Support Service and the Department. However, as detailed in paragraph 29B.194 (h) and (i), the proposed organizational structure for 2022 has been expanded to reflect the redeployment of human resources operations from programme support to subprogramme 4 under the Service.

A. Approved organizational structure and post distribution for 2021

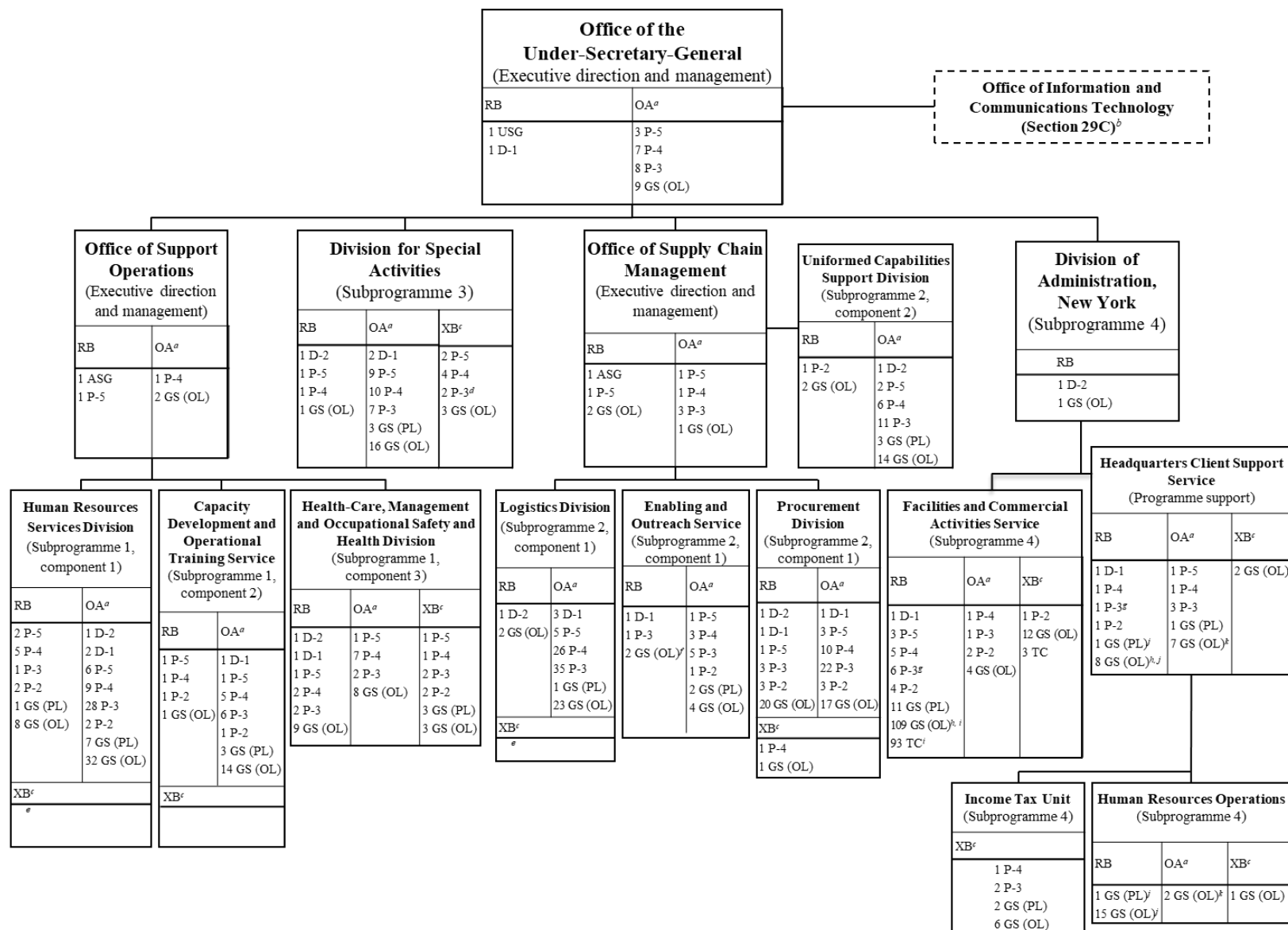


^a Dual reporting to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support.

^b Other assessed based on the approved 2020–2021.

^c Extrabudgetary based on the approved 2021.

B. Proposed organizational structure and post distribution for 2022



(Footnotes to chart)

Abbreviations: ASG, Assistant Secretary-General; DMSPC, Department of Management Strategy, Policy and Compliance; DOS, Department of Operational Support; GS (OL), General service (Other level); GS (PL), General Service (Principal level); OA, Other assessed; RB, regular budget; TC, Trades and Crafts; USG, Under-Secretary-General; XB, extrabudgetary.

^a Other assessed resources are based on those proposed for the period 2021/22 (see [A/75/785](#))

^b Dual reporting to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support.

^c Extrabudgetary resources are based on the estimate for 2022.

^d Reclassification of one P-2 post as a P-3 post within the Division for Special Activities (subprogramme 3).

^e No posts are planned for 2022 since no resources are projected for the Human Resources Services Division (subprogramme 1, component 1) and the project of the Logistics Division (subprogramme 2, component 1) will have ended.

^f Redeployment of one General Service (Other level) from the Department of Management Strategy, Policy and Compliance (section 29 A) to the Department of Operational Support (section 29 B) within the Enabling and Outreach Service (subprogramme 2, component 1).

^g Establishment of one P-3 post within the Facilities and Commercial Activities Service (subprogramme 4) and one P-3 post within the Headquarters Client Support Service (programme support).

^h Redeployment of two General Service (Other level) posts from the Facilities and Commercial Activities Service (subprogramme 4) to the Headquarters Client Support Service (programme support).

ⁱ Abolishment of one General Service (Other level) post and two Trades and Crafts posts within the Facilities and Commercial Activities Service (subprogramme 4).

^j Redeployment of one General Service (Principal level) post and 15 General Service (Other level) posts from the Headquarters Client Support Service (programme support) to human resources operations (subprogramme 4).

^k Two other assessed General Service (Other level) posts previously within the Headquarters Client Support Service (programme support) are now reflected under human resources operations (subprogramme 4).

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

Board of Auditors

[A/74/5](#), chap. II

The Board recommends that the Administration closely monitor and manage the remaining works to ensure completion of the flexible workspace project by 2020, within the estimated cost, and ensure overall effectiveness by addressing the issues noted in the post-occupancy evaluation report (para. 567).

As reported in the fifth annual progress report of the Secretary-General on the implementation of a flexible workplace at United Nations Headquarters ([A/75/342](#), paras. 21–23), all recommendations resulting from the post-occupancy evaluation report have been closed. Owing to COVID-19, implementation of the project has been on hold. The report included details on the status of the scheduling and financial status of the project, with further information to be provided to the General Assembly at its resumed seventy-fifth session.

[A/70/5 \(Vol. V\)](#), Summary

The Board recommends that the Administration manage the capital master plan to successful completion by reporting the full amount of any savings arising from contract closure and introducing appropriate governance mechanisms to determine the use that can be made of such savings, including specific consideration of returning savings to Member States (para. 17 (d)).

The arbitration cases, as detailed in the eighteenth annual progress report of the Secretary-General on the implementation of the capital master plan ([A/75/302](#)), are ongoing. The Administration will continue to report on the status of cases annually until they are finalized.

Advisory Committee on Administrative and Budgetary Questions

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

The Committee recommends that the General Assembly request the Secretary-General to prepare a cost-benefit analysis of terminating early the current leases, also taking into account utilities costs, previous experiences, lessons learned and the impact of flexible working arrangements and flexible workplace strategies, as well as expected efficiencies, and to report thereon in the next budget submission (para. VIII.42).

The Division of Administration, New York, is continuously reviewing office accommodation requirements, as well as the adequacy of its lease portfolio, in consultation with entities at Headquarters, in particular in the context of implementing the flexible workplace project and planning for lease expirations. The space vacated most recently was one floor of the FF Building, as reported in document [A/75/342](#). The earliest opportunity to vacate additional space will be in March 2023, with the expiration of the lease for the DC1 and DC2 buildings, as reported during the deliberations on the proposed programme budget for 2021. No early termination option exists, given that it is stipulated in the lease agreement under the United Nations Development Corporation that the Organization has the right to terminate its leases for those buildings only upon leaving its current location in New York City. In current lease agreements with the FF and the Albano buildings, it is stipulated that the early termination clause with penalties can only be exercised in December 2024 and May 2025, respectively.

The Advisory Committee encourages the Secretary-General to further increase the use of data analytics to inform decision-making and improve organizational performance (see also General Assembly resolution [74/271](#), para. 11), and trusts that information on related efficiency gains will be provided in the next budget submission. The Committee will revert to recruitment-related matters in the context of the forthcoming reports on human resources management (para. VIII.48).

Planning for the expiration of DC1 and DC2 leases is under way in an uncertain real estate landscape in which the “next normal” has yet to be defined. The post-COVID-19 landscape will affect both the real estate market and Headquarters office accommodation requirements. In order to assess emerging trends, the Secretariat engaged with a space management consultant in September 2020 to examine the approach to the use of office space after the pandemic adopted by organizations comparable to the United Nations. Hybrid working arrangements are expected to continue, with a flexible workspace and a higher seat-sharing ratio being the prevalent anticipated post-pandemic scenario.

The Division of Administration is analysing possible scenarios and is actively engaged in discussions on the “next normal” at United Nations Headquarters. Once defined, prevailing industry trends, the projected impact of flexible working arrangements and the future of flexible workplace strategies, as well as expected efficiencies, will be taken into account in a comprehensive strategic assessment and cost-benefit analysis of the Headquarters real estate portfolio, which will be reported in the context of the 2023 budget submission.

The Department of Operational Support has continued to leverage data to inform decision-making and improve organizational performance.

In the area of human resources, since the establishment of a single point of entry for questions on human resources issues, in 2019, the Department has been able to systematically record client entities’ requests for support, as well as proactively identify cross-cutting human resources issues for which guidance or policy changes are required. An outcome of the improved analytical capabilities is that the Department continuously tracks the provision of human resources services against set targets for timely advisory support. On the basis of systemic analysis of the recorded client concerns, the Department has released numerous guidance packages for clients, offered more targeted capacity-building and provided operational input into policy formulation.

Data analytics tools have been used extensively as part of the Department’s COVID-19 response efforts. For example, at the onset of the pandemic, the Department developed and implemented a United Nations common system COVID-19 data hub, through which the status, location and trends of United Nations personnel and their dependants diagnosed with COVID-19, as well as the number of daily new cases and deaths, were reported. In response to an increase in COVID-19

The Advisory Committee trusts that updated information, including on any costs related to operational services, will be provided in the context of the next budget submission (para. VIII.47).

outbreaks across United Nations duty stations globally, the Department implemented an outbreak reporting tool, which included comprehensive information on outbreaks and their magnitude, and a monitoring and verification tool, through which the compliance of United Nations personnel with public health measures promulgated by the Organization was reported.

Those data analytics systems have facilitated informed and data-driven decision-making by United Nations leadership and enabled targeted prevention efforts, including towards breaking the chain of transmission of the virus at duty stations, mitigating the impact on staff members and ensuring business continuity across duty stations.

Significant progress has been made towards supporting the transition of the resident coordinator system since 2019. A key element of such support included the recruitment of 202 new international staff for the resident coordinator offices and, as of 1 January 2021, the transfer of 473 existing national staff members across all resident coordinator offices to Secretariat contracts.

Since the beginning of 2021, the Secretariat has provided the following core operational support services to the 131 resident coordinator offices throughout the world: (a) human resources administration and payroll support services on a centralized, global basis, through the United Nations Office at Nairobi; (b) pending the General Assembly decision on the global service delivery model, specialized human resources support in the areas of onboarding, separations and the processing of complex entitlements (including educational grants, dependency allowances and rental subsidies) for New York-based entities; (c) the full suite of in situ support services in 16 locations where the Secretariat has a large operational support presence; (d) global remote property management services, through the United Nations Global Service Centre (scheduled to be rolled out by 1 July 2021); and (e) official travel and high-value procurement services to 115 resident coordinator offices (where there is no large Secretariat presence on the ground) on a regional basis through the United Nations Office at Nairobi, the United Nations Office at Geneva, the Economic and Social Commission for Asia and the Pacific, the Economic and Social Commission for Western Asia and the Economic Commission for Latin America and the Caribbean to reflect a degree of proximity between service provider and client.

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions
[A/75/7/Add.13](#)

Given the paramount importance of ensuring a safe workplace in the context of the COVID-19 pandemic, the Committee recommends that the General Assembly request that the Secretary-General arrange as soon as possible an independent technical evaluation to assess that the Headquarters premises are safe to use and recommend any adjustments. The Committee also recommends that the Assembly request that the Secretary-General provide detailed information on all measures implemented to ensure the safe use of the premises during the pandemic and their costs in the context of the next regular budget submission (para. 5).

All of the services are covered under global, regional and local service-level agreements, which include the appropriate mechanisms for performance management and key performance indicators for service delivery and cost recovery. In line with established practice, cost-recovery mechanisms are set up in Umoja among the Development Coordination Office, the resident coordinator offices and the respective service providers.

The Division of Administration, New York, has benchmarked the COVID-19-related measures implemented at United Nations Headquarters premises against the recommendations of local authorities for the safe opening of commercial properties. The conclusion reached in the COVID-19 workplace safety assessment, conducted in February 2021, is that current facility-related measures meet the guidelines to safeguard the health and safety of occupants.

Annex III

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	Posts	Grade	Description	Reason for change
Subprogramme 1, component 3, Health-care management and occupational safety and health	1	GS (OL)	Reassignment of 1 Administrative Assistant as Nurse	As a result of lessons learned on the management of COVID-19, it is proposed that 1 established post of Administrative Assistant (General Service (Other level)) be reassigned as Nurse (GS (OL)) and that the administrative functions of the post be delegated to other Administrative Assistants to increase support in the Clinical Governance Section to facilitate patient safety and quality improvement initiatives and to coordinate the systematic implementation of practices designed to improve patient outcomes. Given that the scope of clinical governance services is focused on enterprise risk management in response to threats identified in the risk register, clinical knowledge is required to review reports on clinical adverse events and monitor patient experience.
Subprogramme 2, component 1, Integrated supply chain management	1	GS (OL)	Redeployment of 1 Procurement Assistant from section 29A, Department of Management Strategy, Policy and Compliance, to subprogramme 2, component 1	With the implementation of the 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 (3 Procurement Officers (1 P-4 and 2 P-3) and 1 Procurement Assistant (General Service (Other level))) are currently in the Business Transformation and Accountability Division, in the Department of Management Strategy, Policy and Compliance (section 29A), 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 of Operational Support 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.
Subprogramme 4, Administration, New York	1	GS (PL)	Redeployment of 1 Senior Human Resources Assistant	As a result of the deferment of the General Assembly decision on the global service delivery model for the Secretariat (resolution 75/253 A) to the main part of the seventy-sixth session, additional resources are required for the professional support and supervision of the human resources operations team, comprising 19 General Service posts, which is responsible for providing specialized human resources support in the areas of onboarding, separations and the processing of complex entitlements (including education grants, dependency allowances and rental subsidies) for staff of all Headquarters-based United Nations
	15	GS (OL)	Redeployment of 15 Human Resources Assistants	
Programme support	(1)	GS (PL)	Redeployment of 1 Senior Human Resources Assistant	
	(15)	GS (OL)	Redeployment of 15 Human Resources Assistants	

Part VIII Common support services

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
				<p>entities and their respective field locations. Since 2019, professional support and supervision, including the approval of transactions, have been provided on an interim basis by temporarily redeploying resources within the Department of Operational Support. Because the global service delivery model decision has been postponed further, and owing to the complexities of staff entitlements and the financial implications thereof, the Department can no longer sustain such support, and 2 dedicated supervisory staff positions are proposed. Accordingly, for 2022, 2 positions of general temporary assistance (Senior Human Resources Officer (P-5) and Human Resources Officer (P-4)) are proposed to provide the supervisory roles and support necessary pending the Assembly decision on the global service delivery model.</p>
Subprogramme 4, Administration, New York	(2)	GS (OL)	Redeployment of 2 Mail Assistants	<p>The Headquarters Client Support Service and the Division of Administration provide administrative support services in the areas of human resources, budget and finance, as well as general administration to the Department of Operational Support, the Office of Information and Communications Technology and 17 other entities in New York that do not have a dedicated executive office. Nine of those entities, comprising the Department, the Office of Information and Communications Technology, the Office of the Victims' Rights Advocate, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office of the Special Representative of the Secretary-General on Violence against Children, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Ethics Office, the Office of Administration of Justice and the Office of the United Nations Ombudsman and Mediation Services, are funded from the regular budget.</p> <p>The Finance Unit of the Headquarters Client Support Service comprises only 1 post (P-4), which is funded from the support account. No posts are funded from the regular budget in the Unit notwithstanding the support provided by the Service to the above-mentioned entities.</p> <p>Because the Finance Unit does not have resources from the regular budget that could provide essential appropriate support to those offices, as mandated by the General Assembly, it is proposed that 1 post of Finance and Budget Officer (P-3) be established and that 2 posts of Administrative Assistants (General Service (Other level)) be redeployed.</p> <p>The Finance and Budget Officer (P-3) would provide information on financial policy and guidance to the nine above-mentioned entities to ensure the timely preparation of accurate budget proposals and the submission of finance reports to</p>
Programme support	1	P-3	Establishment of 1 Finance and Budget Officer	
	2	GS (OL)	Establishment of 2 Administrative Assistants	

Section 29B Department of Operational Support

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
				<p>the legislative bodies. The Department of Operational Support does not have such capacity within its approved staffing complement in the regular budget that could be redeployed to the Headquarters Client Support Service.</p> <p>The Finance and Budget Officer would be responsible for reviewing and analysing data with respect to the finalization of budget submissions, including the programme of work and staff and cost estimates, as well as for providing support to client offices and programme managers with respect to the elaboration of resource requirements for budget submissions, budget monitoring and implementation and the preparation of budget performance reports. The incumbent would coordinate with client offices and the Department of Management Strategy, Policy and Compliance as they assemble budget documents and would manage additional reviews and prepare budget proposals, ensuring that the proposals are in conformity with the decisions of the General Assembly, legislative bodies, the Secretary-General, heads of offices and the Controller with regard to the programme of work and resource requirements and that the content of budget reports and supplementary information meets the needs of the intergovernmental bodies. The incumbent would provide the Headquarters Client Support Service with much-needed capacity for the timely completion of budget submissions. The Finance and Budget Officer would provide support during the budget review by the relevant intergovernmental bodies.</p> <p>The 2 posts of Administrative Assistant (General Service (Other level)) would: (a) provide advice and guidance to staff with respect to administrative procedures, processes and practices; (b) coordinate with permanent missions regarding the travel of representatives of least developed countries to each session of the General Assembly, as well as manage the travel arrangements and/or reimbursements; (c) prepare statistical tables and monthly detailed expenditure reports; (d) serve as local processing experts for questions on, and assistance with, Umoja-related transactions; (e) assist in the review of consultants and individual contractors; (f) serve as the security liaison officer focal point for the provision of Umoja roles; and (g) perform other related administrative duties as required, e.g. the handling of operational travel, the monitoring of accounts and payment to vendors and individual contractors for services, the planning of physical space, the identification of office technology needs and the maintenance of equipment, software and systems.</p> <p>It is proposed that the 2 posts be redeployed from the Mail Operations Unit in the Facilities and Commercial Activities Service of the Division of Administration. With the digital transformation undergone by the Organization in the past 10</p>

Part VIII Common support services

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
				years, which was intensified by remote working arrangements in response to the global COVID-19 pandemic, the volume of mail is expected to continue to decline in the coming years, thus allowing for the redeployment of the 2 posts within the Division of Administration to meet other critical operational requirements in the Finance Unit. The proposal is part of efforts to realign resources as the subprogramme adjusts from the management reform and workload patterns evolve.
Subprogramme 4, Administration, New York	(1)	GS (OL)	Abolishment of 1 Mail Assistant	With the general trend of declining mail volume anticipated to continue in the foreseeable future, the functions will no longer be required, allowing the Department to meet long-term staffing requirements in other critical areas of operations. The post has been vacant, and the related functions have been redistributed.
Subprogramme 4, Administration, New York	(1)	TC	Abolishment of 1 Electrical Apprentice	Recruiting and retaining qualified lower-level electricians have proven difficult. To meet the requirements for maintenance of the campus, those functions have been outsourced through the restructuring of electrical maintenance service contracts, allowing the Department to meet long-term staffing requirements in other critical areas of operations.
	(1)	TC	Abolishment of 1 Electrical Maintenance Technician	
Subprogramme 4, Administration, New York	1	P-3	Establishment of 1 Property Management Officer	The property management function has grown significantly in scope and complexity in line with the delegation of authority under the management reform initiative of the Secretary-General, trends identified through performance reports, International Public Sector Accounting Standards (IPSAS) financial reporting requirements and the recommendations made by the Board of Auditors and oversight bodies. As set forth in the strategic guidance of the Global Asset Management Policy Service and its roll-out of the property management performance framework, the management of property at Headquarters requires the monitoring of key performance indicators on the basis of Umoja transactional data for asset accounting and financial reporting on property, plant and equipment and inventory under IPSAS. The Property Management and Inventory Control Unit in the Facilities and Commercial Activities Service, Division of Administration, whose primary function has been the annual physical verification and disposal of equipment, is now responsible for providing operational support to Headquarters entities on all matters related to property management and fixed-asset accounting. Property management is central to the provision of IPSAS-compliant financial statements and, as the function has become more complex and reporting requirements continue to expand, the capacity for such work at Headquarters has not changed since the implementation of IPSAS. Two years after the management reform, adjustments are needed to address deficiencies. It has become apparent that

Section 29B Department of Operational Support

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
				<p>the subprogramme lacks the specialized skills in asset accounting and data analytics, supervisory continuity and capacity to adequately coordinate, support, monitor and report on the management of assets, equipment and inventory at Headquarters. Some of the support was previously provided by the global property management support team, whose temporary resources were discontinued and whose permanent resources were transferred to the Global Asset Management Policy Service in the Department of Management Strategy, Policy and Compliance. The Property Management Officer (P-3) would assume the role of fixed-asset accountant for Headquarters, provide operational and data analytics support with regard to property management and fixed-asset accounting to Headquarters entities and manage the Property Management and Inventory Control Unit.</p> <p>Specifically, the incumbent would: provide advice, guidance and operational support with regard to property management and fixed-asset accounting to Headquarters entities; analyse the health of each entity's asset holdings; provide operational and technical assistance, including in the development of business intelligence reports and the training of technical staff, as necessary; implement processes related to the accounting and management of fixed assets and inventory at all stages of the item's life cycle, from the classification of items to the physical inspection and derecognition process, in consultation with all stakeholders and in accordance with Umoja; coordinate and liaise with various departments on equipment and inventory matters; ensure that data on equipment and inventory are collected in accordance with IPSAS requirements and in line with Umoja; mainstream best practices for enhanced asset and inventory management and improved quality of property records; ensure compliance with IPSAS financial reporting requirements and the property management framework; monitor key performance indicators for the efficient management of assets and inventories and any other such indicators introduced to provide operational support to entities; derecognize assets that have been disposed of in coordination with the responsible Headquarters entities; and act as focal point for coordinating responses to audit findings and comments as they pertain to the management of equipment and inventory.</p>

Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); TC, Trades and Crafts.