



General Assembly

Distr.: General
25 March 2020

Original: English

Seventy-fourth session

Items 141 and 142 of the preliminary list*

Proposed programme budget for 2021

Programme planning

Proposed programme budget for 2021

Part VII

Global communications

Section 28

Global communications

Programme 24

Global communications

Contents

	<i>Page</i>
Foreword	3
A. Proposed programme plan for 2021 and programme performance for 2019**	4
B. Proposed post and non-post resource requirements for 2021***	23
Annexes	
I. Organizational structure and post distribution for 2021	38
II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies	39
III. Summary of proposed changes in established and temporary posts, by component and subprogramme	41

* [A/75/50](#).

** 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

The Department of Global Communications is responsible for informing people around the world about the state of our world and how the United Nations works to make it better. The bigger challenge is getting people to care and feel motivated to take action.

The United Nations has ambitious goals: preventing conflict and sustaining peace, supporting Member States in the implementation of the 2030 Agenda for Sustainable Development, and promoting and protecting human rights for all. We are also tackling the climate crisis and promoting gender equality. I do not believe that we can get people to act on those issues if we do not communicate in languages and ways and on platforms that will move them to care.

Most of the news we deliver is anything but happy; our communications signal the devastating effects of climate change, highlight the fallout from conflicts, condemn acts of terrorism and expose mass human suffering. While this neutral, factual and authoritative information must get out there, there is growing evidence that a simple “raising awareness” approach is not having the impact we want on our audiences. While messages of doom and gloom can capture public attention and create a sense of urgency, studies show that increasing numbers of people are turning away from such news because it makes them feel hopeless. For those who do pay attention, instead of feeling compassion, people are feeling numbed to inaction. Rather than just communicating to draw people’s attention, therefore, we also must be communicating to capture their imagination while offering examples and solutions to problems.

That is why we are introducing a new audience-focused approach centred around the three “W”s of communicating for a cause: “what?”, “why care?” and “what now?”.

The first “W” stands for “what?”. Our communications materials will inform the public about what is happening out there, and we will decide strategically what we want our audiences to know and through which channels we can reach them. We will position the United Nations as leading the narrative on global issues and solutions for a better world, using authoritative information to spread knowledge and inoculate against misinformation. We will show the leadership and impact of the United Nations, building credibility and trust for the institution and its values.

The second “W” stands for “why care?”. Information alone will not stir the heart. There is a saying: “statistics are human beings with the tears dried off”. Presenting dry data often results in “psychic numbing” and almost never in feelings of empathy. We will therefore be systematically introducing stories of individuals, communities, cities and countries making a tangible difference that are relatable and inspirational to our key audiences.

The above leads me to the third W: “what now?”. Once we have gotten our audiences to care about our world’s problems, we will be offering examples of progress and ideas for how challenges can be overcome. This solutions-focused storytelling approach will offer our audiences hope and ideas for improving the world, resulting in feelings of agency, solidarity and optimism. In doing so, we will also forge an emotive connection between individuals and our shared global challenges. We will guide individual action, build partnerships to extend impact and make a financial case for support to the United Nations system.

The good news is that a solutions-focused approach is already being used in communications across the United Nations, and there is evidence that it is bringing more people to our causes. What we will be doing is making this more evocative and systematic by pointing to ways to resolve the problems of our world and shining a light on where peace is being built, where the Sustainable Development Goals are being implemented, where people and governments are taking climate action, where refugees are being protected, where technology is being used as a force for good and where people are breaking out of poverty. While it is our duty to highlight what is wrong with the world, we also have an opportunity to point out what is going right, what is possible and how the United Nations is making a difference.

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

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 28.1 The Department of Global Communications is responsible for communicating to the world the ideals and work of the United Nations; interacting and partnering with diverse audiences; and building support for the purposes and principles enshrined in the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [13 \(I\)](#), [73/346](#) on multilingualism, and, most recently, [74/92](#) A and B on questions relating to information. The world faces grave, complex and evolving challenges. The Department will leverage the power of communications to tell the United Nations story to global audiences in many languages and across multiple platforms in order to mobilize concerted action in support of the United Nations agenda.

Strategy and external factors for 2021

- 28.2 The overall programme plan for 2021 reflects the Department's strategy to strengthen support for the work and purposes of the United Nations by engaging with audiences and encouraging them to act, through impactful storytelling and a focus on solutions. To fulfil its responsibilities, the Department takes the following core approaches in its work: strategic planning by identifying communications goals and target audiences; close working relationships with stakeholders, the substantive departments and offices of the Secretariat and entities of the United Nations system and other key partners; enhanced audience reach through multilingualism and the parity of all six official languages in the preparation of news and communications products; targeted use of the latest information and communications technologies in traditional, social and digital media to deliver information directly and instantaneously worldwide to key audiences; and rigorous evaluation tools and processes to measure the impact of campaigns in order to learn and to adjust the Department's work.
- 28.3 The Department, through its subprogrammes, delivers strategic communications campaigns to engage and inspire target audiences. It works through a global network of United Nations information centres, integrated with United Nations resident coordinator offices, to reach local audiences and provide content for global platforms. It produces accurate, balanced and multilingual news and communications products that convey authoritative information and solutions-based stories. It advocates on priority issues with the help of a wide array of partners, including Member States, civil society, academia, the media and, in particular, youth, to expand programmatic impact. The Department also provides information and services to delegates and staff, including through the Dag Hammarskjöld Library, and promotes knowledge-sharing and internal communication by way of iSeek, the United Nations intranet.
- 28.4 The reform of the Department, initiated in 2018, sought to improve the full, effective and efficient implementation of its mandates, both at Headquarters and in the field. As reflected in the name change, the Department moved from an emphasis on public information to one of focusing on connecting with and engaging audiences. The aim of the reform was to strengthen the Department's ability to engage audiences in languages and on platforms where they receive their information. In an era of rapidly evolving technology, the Department had to move beyond providing information to capturing people's imaginations, building compassion among the people of the world and mobilizing them to act. To that end, the Department has been working to become more strategic and more integrated through improved planning, so that its campaigns, news and social media coverage and its outreach efforts to different constituencies, including through the global network of United Nations information centres, reinforce each other for greater impact. For example, the impact during

the general debate of the General Assembly at its seventy-fourth session significantly increased as a result of more strategic planning and more integrated multimedia production. The Department created multilingual content and distributed it in real time across multiple platforms to the global public. A record number of 2.6 million views of the general debate were registered on the United Nations YouTube channel. Broadcasters aired video packages on the general debate at least 20,000 times during the month of September 2019, double the number from 2018. Finally, the United Nations social media accounts reported significant increases in followers across languages and across platforms during the general debate. The United Nations flagship Facebook, Instagram and Twitter accounts in English alone added a collective 350,000 followers that month.

- 28.5 The Department continues to put accuracy, timeliness and trustworthiness at the centre of its work. In an age when misinformation and hatred are disseminated to sow bigotry, promote discrimination and undermine civil discourse, United Nations communications, including crisis communications, strive to serve as a source of reliable, fact-based information that advances the work, principles and purposes of the United Nations.
- 28.6 Measuring impact is increasingly central to the work of the Department. A culture of evaluation already informs the Department's approach, which includes in-depth analysis to measure impact, to identify gaps and to help to formulate best practices, as well as lessons learned. The Department uses that information to determine how well campaigns performed, where there were weaknesses, what were the strengths and what can be improved going forward. An example was the comprehensive gender analysis of the Department's work. The evaluation reviewed whether the Department was combating gender stereotypes and promoting the realization of Sustainable Development Goal 5. The results of the evaluation led to adjustments in the work of the Department and informed its gender strategy.
- 28.7 In line with the request of the General Assembly in its resolution [72/303](#), the Department is taking concrete measures to enhance its in-house capacity for self-evaluation. The goal is to position the United Nations as a leading voice for the work it carries out and the issues it deals with and to sustain public support. Currently, there is a gap in the understanding of the impact of the communications efforts geographically, across languages and across target audiences. To assess the needs of target audiences requires analysis of their journey from interest to understanding to action. The Department has been stymied by fragmented data collection and limited tools for analysis, as well as an absence of capacity for clear and compelling data visualization. To address that gap, the Department aims to strengthen its evaluation and communications measurement by building an internal structure that will allow it to be data-driven and add capacity through the use of up-to-date technology and tools. Improved insights through investment in data collection and analysis will enable the Department to better tell the United Nations story and evaluate the impact of its campaigns.
- 28.8 In compliance with the request of the General Assembly in paragraph 61 of its resolution [74/262](#), the Department, through its News services subprogramme, continued its efforts to maintain and further improve the accuracy and timeliness of the meeting-coverage press releases it produces. While accuracy has always been paramount, the subprogramme will continue to strive to reduce errors in 2020. Despite the enormous time pressure covering live meetings, errors were kept at a minimal level. During 2019, out of the 14,455 pages published, the meetings coverage team were alerted to a handful of errors, all of which were verified and rectified immediately. The meetings coverage team will seek, whenever possible, to hear briefings by secretariats or organizing entities of meetings it covers ahead of a session in order to foster deeper understanding of issues on the agenda. The English and French teams will also continue to follow the established mechanism to discuss and compare notes in order to ensure editorial consistency, while taking into account the interest of the readers in the respective language. The press releases were read online by people from 240 countries and territories. For example, during the main part of the seventy-fourth session of the General Assembly, from 17 September to 27 December 2019, the press releases websites (www.un.org/press/en and www.un.org/press/fr) registered around 1.9 million page views from around 888,000 unique users, a 10 per cent and 16 per cent increase, respectively, from the same period in 2018.

- 28.9 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) All stakeholders and partners fulfil their responsibilities and obligations under service agreements and partnerships;
 - (b) Access by target audiences to programmes, products and services is not limited by communications technology, security or infrastructure conditions.
- 28.10 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. Drawing on lessons from its 2019 gender evaluation report on the integration of gender equality and the empowerment of women, the Department developed a framework to address gaps identified in the evaluation. The strategic communications guidance of the Department now includes gender as a key priority, and a gender perspective is mainstreamed into the work of the Department as a matter of practice. The Department is promoting the balanced presence of women and men, as well as a multidimensional representation and portrayal of women and men, in all of its products, campaigns, events and activities. Gender stereotypes and discrimination against women are challenged by offering a wide range of alternative perspectives, including the representation and participation of women as a key communications focus area, helping to ensure that all media products, campaigns and outreach efforts are gender-inclusive and promote gender equality and women's empowerment.
- 28.11 In line with the United Nations Disability Inclusion Strategy, the Department has identified focal points to help to develop a common and coordinated approach to the implementation of relevant General Assembly mandates and to making United Nations services and activities accessible for persons with disabilities. The focal points provide communications support to the Strategy, including by setting accessibility standards for United Nations websites, developing a dedicated website and providing internal communications support through iSeek, the United Nations intranet.
- 28.12 With regard to cooperation with other entities, the Department works collaboratively with an array of partners, including civil society, Member States, non-governmental organizations, academia, the media and the private sector. The Department has developed a more strategic and streamlined approach to partnerships to enhance its ability to target and deliver its message to an even wider community, including young people around the world, in a variety of ways.
- 28.13 With regard to inter-agency coordination and liaison, as the secretariat for the United Nations Communications Group and its various task forces on subject matters, the Department works to strengthen the coordination of communications, including crisis communications, across the United Nations system, including through United Nations communications groups at the country and regional levels, in order to harmonize communications on specific issues for greater impact. Coordination has also been strengthened through the integration of United Nations information centres with resident coordinator offices, in line with the implementation of the United Nations development system reform. The Department has worked closely with the Development Coordination Office on all practical aspects of fully implementing this part of reform across the Department's field offices. As a result, with a few exceptions, all information centres located in countries with resident coordinators have fully integrated with the resident coordinator offices, and the majority are now physically co-located. The Department's field staff serve as communications officers and advisers to resident coordinators and work under their direct supervision. As part of the integration process, the Information Centres Service worked with the Development Coordination Office to provide strategic communications support to resident coordinators in countries without an information centre presence, to expand the Department's global communication reach.

Legislative mandates

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

General Assembly resolutions

13 (I)	Organization of the Secretariat	64/13	Nelson Mandela International Day
168 (II)	United Nations Day	70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
423 (V)	Human Rights Day		
32/40 B	Question of Palestine		
35/201	Annual Reham Al-Farra Memorial Journalists' Fellowship Programme	73/79	United Nations Disarmament Information Programme
36/67	International Year of Peace and International Day of Peace	73/262	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
54/134	International Day for the Elimination of Violence against Women		
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development	73/346	Multilingualism
57/129	International Day of United Nations Peacekeepers	74/21	Follow-up to the Declaration and Programme of Action on a Culture of Peace
60/7	Holocaust remembrance	74/92 A	Questions relating to information: information in the service of humanity
60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence	74/92 B	Questions relating to information: United Nations global communications policies and activities
62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade	74/112	Dissemination of information on decolonization

Deliverables

28.15 Table 28.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 28.1

Cross-cutting deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fifth Committee	1	1	1	1

Evaluation activities

28.16 The self-evaluation on the integration of gender equality and the empowerment of women in the work of the Department, completed in 2019, has guided the programme plan for 2021.

28.17 The findings of the evaluation referenced above have been considered for the programme plan for 2021. Drawing on lessons from the gender evaluation report on the integration of gender equality and the empowerment of women, the Department developed a framework to address gaps identified in the evaluation. It also used the findings to prepare its new gender strategy for the period 2020–2022. Furthermore, the Department prepared guidelines and training materials on how to mainstream gender considerations into the Department's content production. The guidelines were used in the

preparation of the Department's campaigns, including the ActNow campaign, and will inform the development of materials in support of the Sustainable Development Goals Media Compact in 2021.

- 28.18 A self-evaluation of the Department's solutions-based communications strategy is planned for 2021.

Programme of work

Subprogramme 1

Strategic communications services

Objective

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

Strategy

- 28.20 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will deliver strategic communications campaigns aimed at engaging audiences on United Nations priorities, including the Sustainable Development Goals, peace and security and human rights. The delivery of those campaigns will be facilitated through a variety of communications tools, including targeted messaging, issue-focused content and storytelling, demonstrating the impact of the Organization's work, drawing attention to solutions and successes and engaging the United Nations Communications Group in coordinating communications activities across the United Nations system. This work is expected to result in harmonized communications on priority issues, increased knowledge and engagement of target audiences around the globe and further actions in support of United Nations priorities. Past results in these areas include the engagement of a global, youth-focused audience for action on climate change through the ActNow campaign, successful media partnerships to promote the Sustainable Development Goals and the growth from 31 to 76 members of the Sustainable Development Goals Media Compact; a public who are better informed on the Goals, with the United Nations web pages of the Goals in six languages viewed 24 million times in a year, more than any other pages on the United Nations website; increased public awareness of the contributions to peacekeeping by major troop- and police-contributing countries through wide media coverage of the Service and Sacrifice campaign; and a strong presence of the voices of United Nations officials in major media outlets through the placement of 16 op-ed articles in 287 news outlets in 2019.
- 28.21 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will also work to promote strategic communications priorities of the United Nations through its information centres by mobilizing and strengthening support at the country level, strengthening the integration of United Nations information centres with resident coordinator offices, as mandated by the United Nations development system reform, and designating information centres to assist other centres in their respective regions by sharing expertise and resources and developing targeted and localized messages and communications campaigns. This work is expected to result in global reach of communications campaigns tailored to regional or subregional needs, taking into account the linguistic dimension of target audiences to better connect with them. Past results in these areas include enhanced engagement with targeted and local audiences through information centres using a greater number of languages for their websites, social media and outreach activities, and the increased strategic communications support provided by information centres to resident coordinator offices.

Programme performance in 2019 against planned result

- 28.22 A planned result for 2019, which is improved understanding of and support for the United Nations at the local level through the work carried out by the United Nations information centres, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 9,630 information materials and United Nations publications available in official United Nations languages as well as other languages, compared with a target of 6,800 for the biennium 2018–2019. In 2019, the information centres published information in 106 languages, as well as in Braille, including translations of the Sustainable Development Goal icons into 104 languages, representing an increase of 57 per cent from 2018. The information therefore reached an additional 300 million people owing to the contributions from 10 information centres (in Asmara, Asunción, Brazzaville, Brussels (United Nations Regional Information Centre for Western Europe), Islamabad, Lusaka, Manila, Minsk, New Delhi and Yangon, Myanmar).

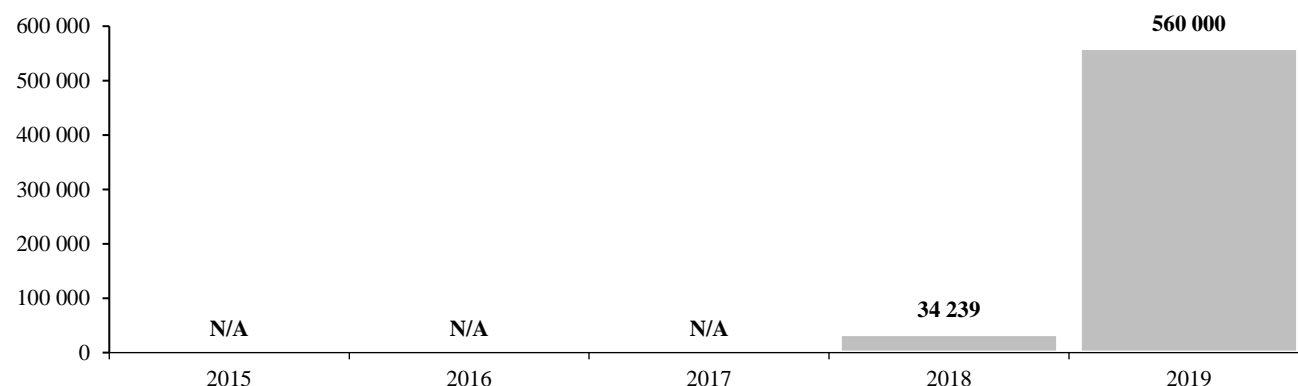
Programme performance in 2019: individual engagement in climate action

- 28.23 The ActNow campaign mobilizes audiences around the world to take individual action on climate change – from recycling to driving less, eating meat-free meals and using less water – signalling to world leaders that it is time to act. The campaign platform includes a chatbot, developed in collaboration with social media and advertising partners, which suggests daily actions that everyone can take and allows people to log in and share their actions on social media.
- 28.24 The subprogramme launched the ActNow campaign at the United Nations Climate Change Conference held in December 2018 in order to build momentum and drive public engagement in the lead-up to the 2019 Climate Action Summit convened by the Secretary-General on 23 September.
- 28.25 The subprogramme also engaged over 2.2 million people on social media using the campaign hashtag (#ActNow). Over half a million individual climate actions were logged through the chatbot in the six official United Nations languages, including on walking, cycling or use of public transportation instead of driving a car, and carrying a refillable bottle instead of buying single-use plastic bottles. Participation in the campaign was particularly strong among young people, with 18-to-24-year-olds registering the largest share of actions. Geographically, most of the participation came from individuals in Australia, Bangladesh, Canada, India, Nigeria, Pakistan, the Philippines, the United Kingdom of Great Britain and Northern Ireland and the United States of America. Engagement was largely driven by influencers who supported the campaign on social media, including actor Alec Baldwin, Sustainable Development Goals Advocate Dia Mirza, and Messengers of Peace Leonardo DiCaprio, Malala Yousafzai and Yo-Yo Ma, and a partnership with a major entertainment company, which helped to generate more than 100,000 mentions of the hashtag between June and October 2019.
- 28.26 In addition, using popular topics to further drive engagement, the subprogramme created specific social media content on sustainable food and fashion in collaboration with the United Nations information centres in Asunción, Beirut, Buenos Aires, Cairo, Lima, Tokyo and Vienna by posting engaging photographs, videos, stories and tips featuring leading chefs, sustainable recipes and fashion designs between June and August 2019, which also helped to drive traffic to the chatbot.

Progress towards the attainment of the objective, and performance measure

- 28.27 This work contributed to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, as demonstrated by 560,000 individual climate actions logged through the ActNow chatbot operated by the Department. Supported by a strong push on social media, the number of actions logged every month increased significantly in the lead-up to the 2019 Climate Action Summit, from 20,000 actions logged in January 2019 to over 90,000 actions logged during the Summit, in September 2019.

Figure 28.I

Performance measure: annual number of climate actions logged

Abbreviation: N/A, not applicable.

Planned results for 2021**Result 1: from an informed understanding to increasing engagement with United Nations campaigns (result carried over from 2020)**

- 28.28 The subprogramme will continue the work related to campaigns for the Sustainable Development Goals, in line with its mandate, and will explore innovative approaches to attract larger audiences to the 2030 Agenda and the Goals, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 28.2

Performance measure

2017	2018	2019	2020	2021
• N/A	<ul style="list-style-type: none"> 15.5 million visitors to the Sustainable Development Goals website Sustainable Development Goals Media Compact launched 	<ul style="list-style-type: none"> 16.8 million visitors to the Sustainable Development Goals website Sustainable Development Goals Media Compact participation increases to 45 members 	<ul style="list-style-type: none"> 17.6 million visitors to the Sustainable Development Goals website Sustainable Development Goals Media Compact participation increases to 60 members 	<ul style="list-style-type: none"> 18.5 million visitors to the Sustainable Development Goals website Sustainable Development Goals Media Compact participation increases to 150 members

Abbreviation: N/A, not applicable.

Result 2: mobilizing the media for implementation of the Sustainable Development Goals (new result)

- 28.29 The Secretary-General launched the Sustainable Development Goals Media Compact in September 2018 to leverage the resources, creative talent and influence of news and entertainment media to advance implementation of the Sustainable Development Goals. With an audience spanning more than 80 countries across four continents, the Compact has become a powerful driver for advocacy for, action on and accountability for the Goals.
- 28.30 The subprogramme has grown the Compact's membership steadily, from 31 founding members in 2018 to 76 members in 2019, expanding the Compact's reach and ability to mobilize support for the Goals. The Compact includes large media companies, comprising established print outlets, influential television broadcasters and newer digital publishers. Outreach to media partners has included collaboration with United Nations information centres and also subprogramme 3, which aligns with the Compact in its goal to engage targeted audiences in the Goals.
- 28.31 The subprogramme has also strengthened coverage of the Goals by Compact members. Examples include coverage of key events, such as International Women's Day, the 2019 Climate Action Summit and the Sustainable Development Goals Summit, by most major outlets, along with reports on the launch of the United Nations world population estimates. Examples of other published features include a front-page Sustainable Development Goals quiz series, an in-depth interview with a minister in charge of the Sustainable Development Goals and a focus on innovations and solutions by a news network, reaching over 100 news outlets. Through continuous growth and with an increased focus on solutions, impact and human stories, the Compact is expected to continue to effectively strengthen support and mobilize action for the Goals, the agenda driving the work of the United Nations system.

Internal challenge and response

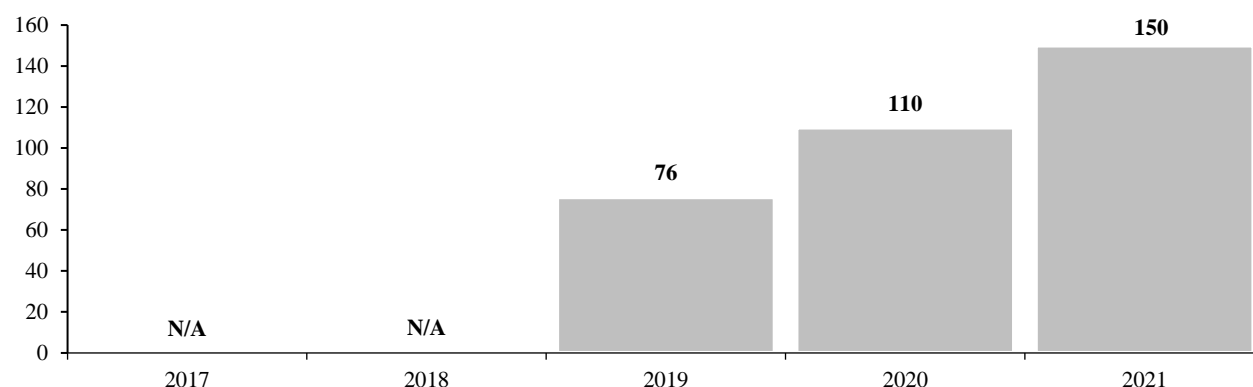
- 28.32 The challenge for the subprogramme was to ensure global participation of media organizations and to engage participating media organizations on an ongoing basis. In response, the subprogramme will continue to develop monthly editorial material, containing facts and figures, information about topical United Nations reports and conferences and feature stories illustrating promising efforts around the world, which are meant to serve as inspiration for further reporting. The material will be distributed on an advance basis to Compact members before being circulated widely among global audiences. The subprogramme's coordinated and sustained outreach effort to the media will continue to involve both Headquarters and United Nations information centres. An information kit detailing the nature and expectations of the Compact, along with a letter of intent to be signed by participating organizations, will continue to be made available to information centres to facilitate their efforts.

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

- 28.33 This work is expected to contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, which would be demonstrated by an increase in the Compact's membership from 110 media entities in 2020 to 150 media entities in 2021.

Figure 28.II

Performance measure: number of members of the Sustainable Development Goals Media Compact, 2017–2021



Abbreviation: N/A, not applicable.

Deliverables

28.34 Table 28.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 28.3

Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the General Assembly on the dissemination of information on decolonization	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	26	26	26	26
2. Training programme for Palestinian broadcasters and journalists	24	24	24	24
3. International Media Seminar on Peace in the Middle East	2	2	2	2
D. Communication deliverables				
Outreach programmes, special events and information materials: communications campaigns and strategic outreach events and programmes through the Department's field offices reaching local audiences through around 1,300 lectures, over 170 exhibits and the organization of over 100 Model United Nations conferences on priority issues or special observances of the United Nations, with specific target audiences (e.g., civil society, educational institutions, academia, governments and the private sector) and in local languages.				
External and media relations: 250 press conferences, as well as briefings and panel discussions, on United Nations priorities, activities, events, publications, reports and outcomes of negotiations or other United Nations activities; media outreach, including close to 200 media interviews and/or placement of opinion articles; strategic partnerships with education institutions, the media, civil society, the private sector, the creative community and other partners; and production of over 100 radio and television programmes.				
Digital platforms and multimedia content: campaigns and multilingual United Nations information centres websites and social media accounts.				

Subprogramme 2

News services

Objective

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

Strategy

- 28.36 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will produce and deliver timely, accurate and balanced news and, where feasible, customized news and information materials (textual, audiovisual and photographic) and services to the media and other consumers, including through the use of the newest web-based and mobile distribution platforms, with an overall emphasis on multilingualism from the planning stage. This work is expected to result in an increase in the number of users of the subprogramme's products and services, more user-friendly and diversified content and a broader range of options available to audiences, from traditional to social media, subject to local technical considerations. Past results in these areas include increases in reach to and engagement with the principal website of the United Nations (www.un.org). Visitors to the website also spent a longer time on the site compared with 2018. United Nations News also saw a significant increase in its audience reach. The continued efforts to provide more multimedia and user-friendly content also resulted in a historic first in September 2019, when more people viewed United Nations News content on mobile devices than on desktop computers. On the United Nations webcast service and YouTube channel, there was an increase in users, who are staying longer on those platforms and watching more than they did previously, with the widest possible geographic reach of 235 countries and territories in 2019.

Programme performance in 2019 against planned result

- 28.37 A planned result for 2019, which is timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photographs and other information products in all six official languages, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the maintenance of the current percentage of news products meeting deadlines to ensure their relevance to end users in all six official languages (90 per cent). The Department met the target of making press releases available to the public within two hours of the conclusion of the meetings, despite an increase in the number and duration of meetings covered.

Programme performance in 2019: easier and broader access to compelling news about the United Nations

- 28.38 The subprogramme had previously consisted of parallel platforms in multiple languages that produced online news stories and audio programmes, under the United Nations News Centre and United Nations Radio. In early 2018, in keeping with rapid changes in the media environment and the growth of digital news outlets, the subprogramme launched the integrated multimedia United Nations News platforms in eight languages, bringing together content previously presented separately on different channels and creating news programmes that offered digital storytelling (in online text, audio and video formats). The new integrated platform was the result of a period of strategizing, training, planning, and migrating and archiving content, and implementing the technology to support the site. The changes have contributed significantly to the increased use by

media organizations and other users of news, information and related multimedia products about the United Nations.

- 28.39 The subprogramme has also enabled over 10 million consumers of news, including individuals, news outlets and approximately 1,000 media partners, to discover digital content through the improved search functionality, access daily news and featured content about the work of the United Nations and download or surface multimedia content through millions of really simple syndication (RSS) feeds from the site. United Nations News materials are being used on websites across the United Nations system. The subprogramme has made significant gains in reaching consumers of news, with audiences coming from all 193 Member States. The subprogramme has also moved towards increasing the range of distribution methods, including through third party and social media platforms, email subscription services, RSS feeds and audio feeds. An updated multilingual, multimedia United Nations news application was launched in September 2019, with enhanced features, including easy access to live streaming of meetings. The improved dissemination methods have enabled the subprogramme to highlight important work, including that on the Sustainable Development Goals.
- 28.40 The subprogramme also carried out a survey of around 3,400 users in March 2019 to capture user preferences and demographics and allow for performance analysis with respect to the transition to a multimedia platform a year earlier, as well as the compilation of responses by a sample of news consumers from over 100 countries on the new design, range and formats of content, as well as methods of dissemination.

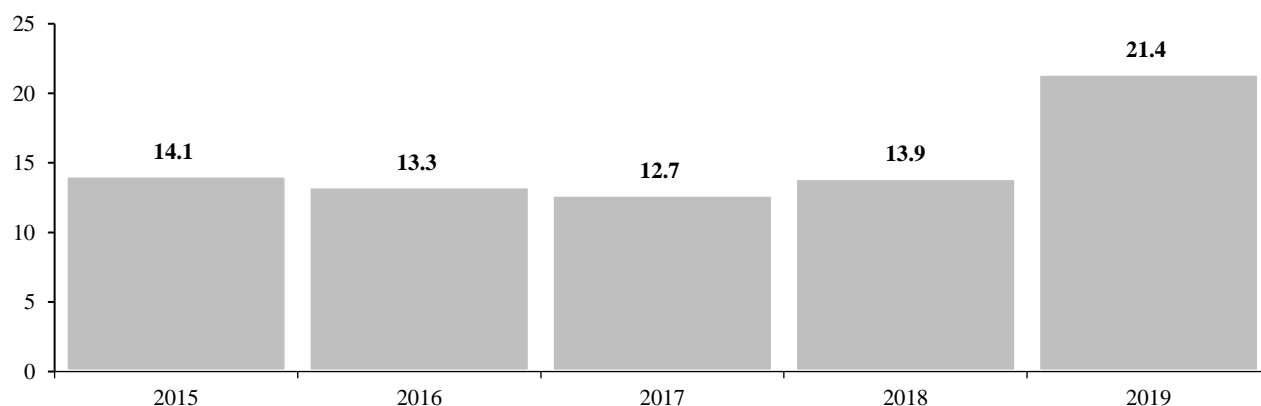
Progress towards the attainment of the objective, and performance measure

- 28.41 This work contributed to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, as demonstrated by the significant growth in the page views of United Nations websites, from 13.9 million in 2018 to 21.4 million in 2019. Audiences worldwide, whether they used traditional or new media, were able to follow global issues and became engaged in all regions and across diverse demographics in the six official languages, as well as Kiswahili and Portuguese. Particularly high engagement rates by audiences in Latin America were experienced around issues such as climate change, migration and human rights, with an increase in page views in Spanish from around 2.8 million during the course of 2018 to 6.6 million from January to November 2019.

Figure 28.III

Performance measure: page views of United Nations websites

(Millions of views)



Planned results for 2021

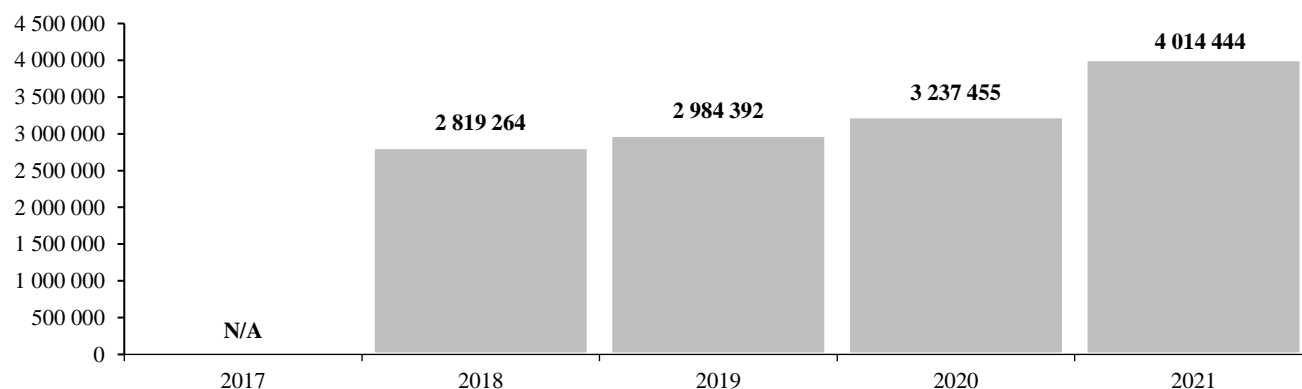
Result 1: engaging youth through digital dynamism (result carried over from 2020)

- 28.42 The subprogramme will continue the work related to deeper engagement with youth, in line with its mandate, and will improve communication tools for an enhanced and deeper engagement with younger audiences, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 28.IV

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

(Number of hours)



Abbreviation: N/A, not applicable.

Result 2: multimedia content at a glimpse (new result)

- 28.43 The subprogramme produces a wealth of audiovisual materials, from feature documentaries to audio programming. Those materials and archived audiovisual content dating back to the League of Nations are made available to the media, governmental and intergovernmental bodies, civil society organizations and the public at large through key websites under the Department's management. While new products and services evolved, the Department's audiovisual content was spread across different websites. Consequently, visitors were not able to find all the audio, video or photo content they sought with one search.
- 28.44 With the evolution of new tools for live video streaming and photo management, the subprogramme is taking the opportunity to develop a unifying information technology platform that will enable visitors to access materials from one website and dramatically enhance the user experience. The new project is to be called the global integrated multimedia platform solution, and it will break down the silos of separate websites and provide a more audience-focused approach to delivering the Department's content across formats. Visitors will be able to explore and discover United Nations multimedia content, including about the Sustainable Development Goals.
- 28.45 The subprogramme also reviewed key websites, including the webcast, audiovisual library and photo websites, analysed search functions and conducted research on the standards and technologies used by the Internet search industry. Users will benefit from a new, extensive search engine that will permit the same search across audio, video and photo materials. As part of the project, the subprogramme is also working on a new overarching website in a phased approach, which will have on it all types of audiovisual content (audio, video and photo), each available through common

navigation, thereby creating a complete United Nations ecosystem of multimedia and multilingual communication products.

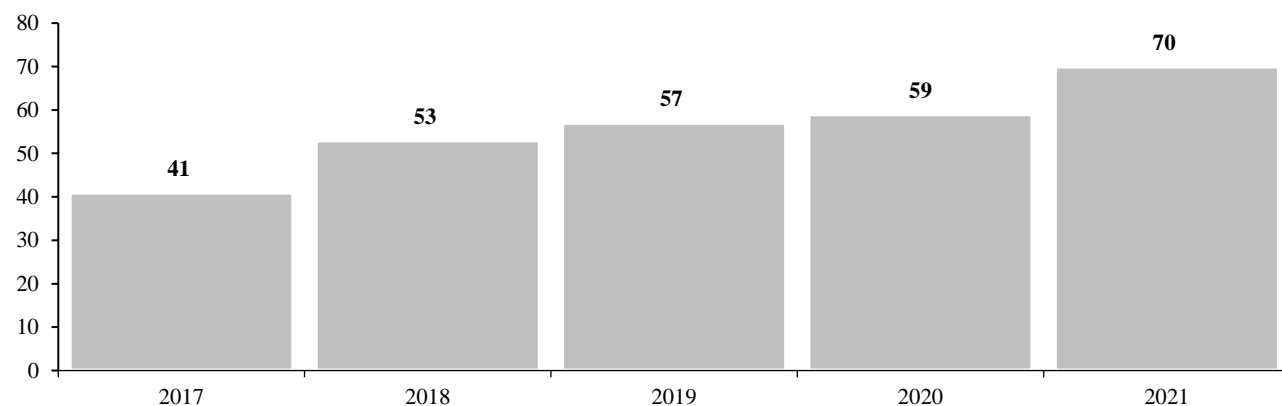
Internal challenge and response

- 28.46 The challenge for the subprogramme was that visitors were not able to easily find all the audio recordings, videos or photographs they sought with one search. They had to work through different websites to access different kinds of media materials, which would eventually discourage visitors from continuing to search within the website. In response, the subprogramme will implement the global integrated multimedia platform solution, which will house all audiovisual products on one website, thereby breaking down the silos of separate websites for related content and providing a more audience-focused approach to delivering content across formats.

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

- 28.47 This work is expected to contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, which would be demonstrated by increased page views and watch time, from 59 million minutes in 2020 to 70 million in 2021. The Department expects that visitors will remain on the site longer, with an updated, more modern look and feel, a better search function and the easier use of United Nations materials by media professionals and other partners. The new platform, which will include pages for webcasts, the audiovisual library and photographs, is expected to be rolled out by the end of 2020.

Figure 28.V
Performance measure: watch time per year
(Millions of minutes)



Deliverables

- 28.48 Table 28.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 28.4

Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory*Category and subcategory***D. Communication deliverables**

External and media relations: accreditation of and services to 6,000 members of the media, covering the United Nations meetings; coverage of 3,000 intergovernmental meetings, totalling over 14,000 pages; online publication and distribution of speeches and statements of the Secretary-General and the Deputy Secretary-General and transcripts of press encounters of the Secretary-General; and photo coverage of meetings of key intergovernmental bodies and activities of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly, totalling over 1,700 assignments.

Digital platforms and multimedia content: Daily multimedia content – audio, video and text – in the six official languages and four non-official languages (Hindi, Kiswahili, Portuguese and Urdu) disseminated through multiple platforms and channels, including online and on social media, and through partnerships with external media organizations; creation, updating and maintenance of the core United Nations website (including the home page), United Nations observances and major global campaigns in the six official languages (comprising some 250 websites); assistance to United Nations entities to ensure that their websites meet the requirements for United Nations language parity (some 45 websites); live television coverage, including 2,000 live streams and the posting of 7,500 on-demand webcasts of intergovernmental meetings and other newsworthy events taking place at Headquarters; and provision of audiovisual library services to delegates, media outlets and others, including the distribution of 15,000 audio and video assets.

Subprogramme 3

Outreach and knowledge services

Objective

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

Strategy

- 28.50 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will engage in advocacy with a broad and international range of academic institutions, students and educators, the creative community and civil society. The subprogramme will organize briefing programmes, special events, guided tours and interactive workshops, such as the Model United Nations, with a focus on the Sustainable Development Goals, the Holocaust and the transatlantic slave trade, targeting youth in particular. It will create publications, research guides and exhibits on the same priorities and for the same target audience. The subprogramme will develop communications materials, logos and branding in support of United Nations priorities. This work is expected to result in a better understanding of the principles and purposes of the United Nations, as well as mobilizing youth and student participation in local, regional or national political, non-governmental and intergovernmental processes. Past results in these areas include the outcome of an interactive student workshop organized by the Holocaust and the United Nations Outreach Programme on the rights of refugees, following which 86 per cent of participants said that they would take action to raise awareness of the rights of refugees.
- 28.51 To contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will also develop and maintain strategic partnerships with the entertainment and advertising industries, major sports and international events and institutions of higher education and research, targeting youth in particular. The subprogramme will work with partners to develop multilingual, effective educational resources and programmes, campaigns, projects and events to inspire and encourage action for the 2030 Agenda for Sustainable Development. The subprogramme will broaden the geographical and demographic diversity of its

partners, which is expected to result in mobilizing youth and student activity to advance implementation of the Sustainable Development Goals and foster a new generation of leaders committed to the principles and values of the United Nations. Past results in these areas include work with academic institutions around the world, undertaking research that has contributed to the realization of the Goals. Students and academics created over 100 research projects addressing pressing issues, from food insecurity to climate change.

- 28.52 In addition, to contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, the subprogramme will facilitate knowledge-sharing and the preservation of United Nations information for internal and external audiences, which is expected to result in increased access to United Nations documentation and information by Member States, United Nations staff around the world, research institutions, youth, schools and the general public for improved engagement, awareness and decision-making. Past results in these areas include the consolidation of knowledge on unified platforms for internal and external use, built using modern technology to improve access to information. Such platforms include the United Nations Digital Library (see para. 28.53 below), as well as the United Nations intranet, iSeek, which won the United Nations Secretary-General Award for 2019 in the category of “staff engagement”.

Programme performance in 2019 against planned result

- 28.53 A planned result for 2019, which is increased usage of knowledge services for delegates, staff, and the general public, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of users of the Dag Hammarskjöld Library services. The target of 386,000 users of the Dag Hammarskjöld Library was exceeded, with 2 million users during the biennium. The increase was due to a concerted effort to enhance the diversification, as well as the evolution, of digital knowledge services offered to delegates, United Nations staff and the general public, such as the introduction of advisory services on ontology management, direct electronic services in the United Nations Digital Library, the translation of research guides from English into other official United Nations languages, the sharing of more frequently asked questions online, the granting of access to electronic library resources and databases to United Nations staff and delegates outside the Headquarters premises, the development of a monthly electronic bulletin with insights on the Sustainable Development Goals and its distribution to internal and external audiences, the introduction of a monthly knowledge-sharing event on the strategic aims of the United Nations, called “Insight of the month”, and the holding of the annual conference of the Dag Hammarskjöld Library, connecting the Sustainable Development Goals and the global scholarly communications communities, held on the theme “Open access to research information and the Sustainable Development Goals” in 2018 and “Towards open science: core enabler of the 2030 Agenda” in 2019.

Programme performance in 2019: engaging youth to advance implementation of the Sustainable Development Goals

- 28.54 The subprogramme dedicated its resources to improving access to knowledge about the Sustainable Development Goals to young people through advocacy, partnerships and knowledge-sharing. Amplification of awareness of the Goals was achieved through partnerships with the entertainment and publishing industries and civil society. Direct engagement with the public on the Goals took place through visitor activities.
- 28.55 The subprogramme’s Creative Community Outreach Initiative, which seeks to collaborate with leading companies in the entertainment industry to use globally-known characters to reach tens of millions of young viewers and fans across the world in multiple languages, initiated major new partnerships to increase knowledge of the Sustainable Development Goals and spark action among new audiences, in particular on climate change, education and gender equality. The subprogramme continued its ongoing collaboration, launched in 2018, with a popular animated series targeting

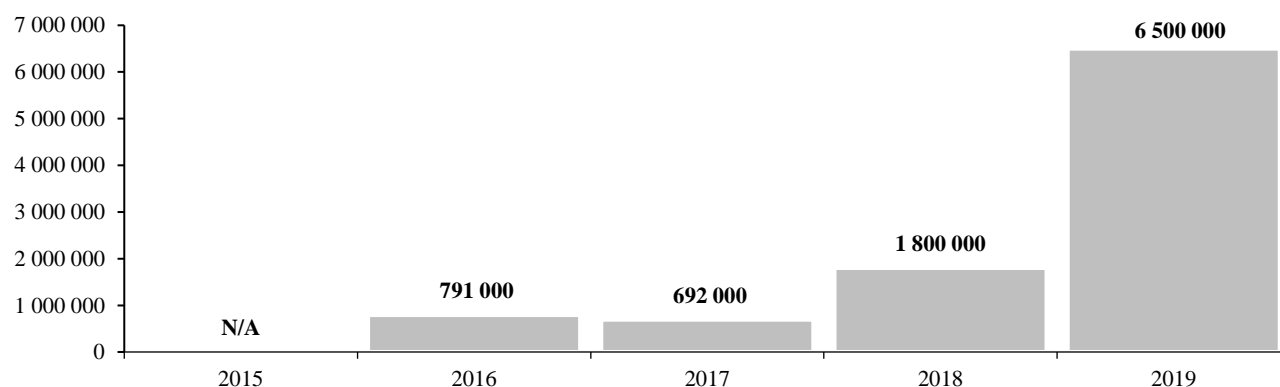
young children and their parents. Through close collaboration with the writers of the series and experts from across the United Nations system, nine Goals-inspired episodes have been produced and seen by audiences in 36 countries in 19 languages. Seven additional educational videos featuring the characters from the series have been viewed over 5.3 million times on a platform primarily used by young people. In addition, the subprogramme launched a new multi-year substantive collaboration with a major Japanese entertainment company to tell stories of the Goals through a popular fictional character and her YouTube channel, targeting her fans worldwide. Continuing a partnership launched in 2016, the subprogramme collaborated again with a major Hollywood film studio to leverage the popularity of the characters and voice actors from a popular animated film to support the ActNow campaign ahead of the 2019 Climate Action Summit. The social media and online campaign, launched in July 2019, featured weekly social media messaging leading up to the Summit, as well as two video public service announcements, available in 12 languages, that generated 1.2 million views and tens of thousands of climate actions.

Progress towards the attainment of the objective, and performance measure

- 28.56 This work contributed to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, as demonstrated by 6.5 million views of partnership activities targeting young people through the Creative Community Outreach Initiative in 2019, compared with a total of 1.8 million in 2018. The number and duration of these partnerships have increased since 2015, with many developing from one limited-time campaign to multi-year collaborations.

Figure 28.VI

Performance measure: annual views of partnership activities



Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: leveraging partnerships with Tokyo 2020 and Expo 2020 Dubai for the seventy-fifth anniversary of the United Nations (result carried over from 2020)

- 28.57 The subprogramme will continue the work related to partnerships, in line with its mandate, and will participate in major events to generate greater commitment to the United Nations values and the 2030 Agenda, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 28.5
Performance measure

2017	2018	2019	2020	2021
N/A	Need for more engagement by partners through a new strategic approach to partnership management	Partners start to engage in the context of the new strategy for sustained partnerships	Partners are involved in support of the United Nations and the 2030 Agenda through the strategic approach for sustained partnerships	Increase in the duration of partnerships and expansion to wider geographical and sectoral diversity of partners engaged in a compact for the decade of action to deliver the Sustainable Development Goals by 2030

Abbreviation: N/A, not applicable.

Result 2: mobilizing strategic and sustained partnerships to accelerate the implementation of the Sustainable Development Goals (new result)

- 28.58 The launch of the decade of action to accelerate the implementation of the Sustainable Development Goals in 2019 has created momentum that needs to be maintained beyond the first year of the decade and enhanced through the commitments of existing and new partners across the fields of education, theatre, film, art, sport and advertising and the publication industry.
- 28.59 The subprogramme, guided by its strategic framework, advocacy, partnerships and knowledge-sharing, and building on its active objective of establishing a dedicated strategic partnership capacity for 2020, will make a concerted effort to increase the duration of partnerships and broaden the geographical and demographic diversity of partners with global, multidimensional and multilingual reach. This approach aims to take the subprogramme's engagement with partners beyond commitments to promote the Sustainable Development Goals to action, incorporating the principles of sustainability and interconnectivity of the Goals into their long-term strategic plans and regular activities.
- 28.60 The subprogramme also supported the creation of the first Sustainable Development Goals award at the Cannes Lions International Festival of Creativity in 2018, which was continued in 2019. The award represented a landmark in the advertising industry's support for the Goals. In 2019, the winners represented campaigns that not only were creative and impactful, but also were scalable and had the potential for global impact. Working with the advertising industry allows for amplification of the work of the United Nations. The partnership is stable and planned to be long-term, enabling the subprogramme to solicit commitment to concrete action in achieving the Goals. In 2020 and 2021, the subprogramme will continue to work with the advertising industry through the "Common Ground" initiative, the Cannes Lions Festival and the International Advertising Association. The engagement will aim to shift the industry's focus from raising awareness of the Goals to incorporating sustainability into its own work. In particular, the subprogramme will strengthen the collaboration with the Cannes Lions Festival around increased visibility and commitments to concrete actions to achieve the Goals. Similarly, in 2021, the subprogramme will develop existing relationships with major sporting event organizers, in particular the International Olympic Committee and the International Paralympic Committee, to highlight the role of sport in development and peace. The subprogramme will also build on its leadership of the United Nations engagement with Expo 2020 Dubai to utilize the opportunity to strengthen support for the decade of action.

Internal challenge and response

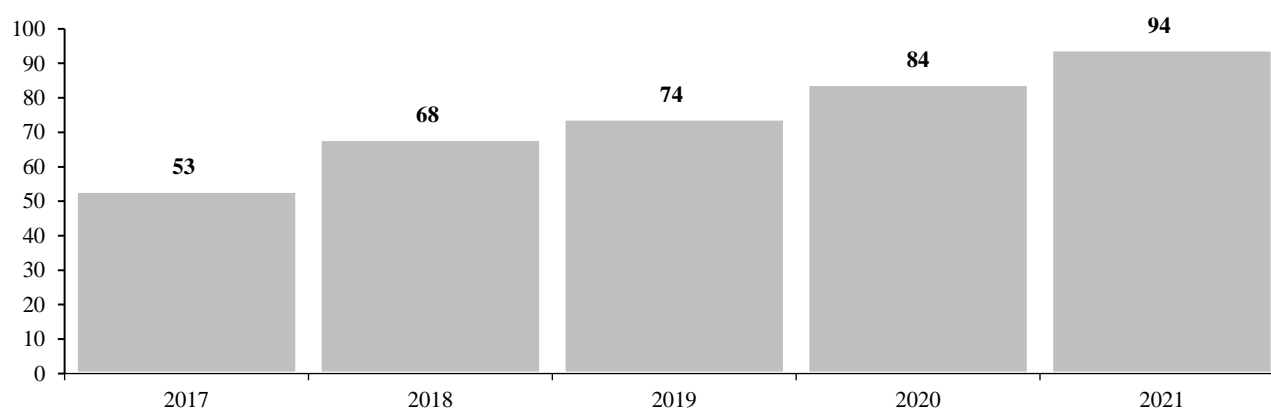
- 28.61 The challenge for the subprogramme was to build on the progress being made in 2020 with the creation of a dedicated strategic partnership capacity and the development of a related strategy to broaden the geographical and demographic diversity of the subprogramme's partners, who have global, multidimensional and multilingual reach, and to increase the duration of partnerships. In response, the subprogramme will focus on strengthening partnerships with entities such as the International Olympic Committee and the International Paralympic Committee to increase diversity. It will also continue to expand the existing relationship with the advertising industry in scope and duration to reach global audiences and mobilize action.

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

- 28.62 This work is expected to contribute to the mobilization of audiences and strengthened support for the work, principles and purposes of the United Nations, which would be demonstrated by the increase in the number of partners focused on disseminating content and campaigns raising awareness of the Sustainable Development Goals, from 84 in 2020 to 94 in 2021, particularly in the advertising, entertainment and sports industries, to engage in projects, events and communication campaigns that span the rest of the decade and are aimed at popularizing the Goals, thereby contributing to the acceleration of implementation of the Goals.

Figure 28.VII

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



Deliverables

- 28.63 Table 28.6 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 28.6

Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports for the General Assembly on questions of information and on the activities of the Department of Global Communications: strategic communications services, news services and outreach and knowledge services	4	4	4	4

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Substantive services for meetings (number of three-hour meetings)	20	20	20	20
2. Meetings of the Committee on Information	20	20	20	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	166	166	193	193
3. Briefings and communications workshops for non-governmental organizations and orientation programme for newly associated non-governmental organizations	3	3	27	27
4. Training courses, seminars and workshops on Dag Hammarskjöld Library services, including training on United Nations documentation (in English, French and Spanish) and online research of United Nations and non-United Nations resources on issues on the United Nations agenda	142	142	145	145
5. Reham Al-Farra Memorial Journalists' Fellowship Programme for young journalists and broadcasters from developing countries and countries with economies in transition	21	21	21	21
D. Communication deliverables				
<p>Outreach programmes, special events and information materials: partnerships with civil society, academic institutions and other entities; educational and promotional materials on United Nations activities, such as UN Chronicle and The Essential UN, and briefing programmes on a broad range of United Nations topics; responses to public enquiries and special kits for teachers; selection, design, organization and installation of exhibits at United Nations Headquarters; multilingual guided tours to over half a million visitors in 20 languages; outreach programme with prominent personalities, including Messengers of Peace and other celebrities, as advocates; special events and promotion of observances of selected commemorative days and years; Creative Community Outreach Initiative resulting in the United Nations or a United Nations issue being featured in a film, television or theatre product; 700 graphic design products in support of branding, communication campaigns and information materials; student events, such as global videoconferences; guidance and expert advice to 800 organizations that host around 250,000 students at Model United Nations; and conferences on subjects such as slavery and the transatlantic slave trade and Holocaust remembrance.</p> <p>External and media relations: press conferences and press releases to announce new outreach partnerships and special events; and 20 exhibit openings.</p> <p>Digital platforms and multimedia content: updating and maintenance of iSeek (the Secretariat intranet), used by over 37,500 staff members across 100 countries, publishing 1,000 articles per year, e-deleGATE and United Nations Development Business.</p> <p>Library services: United Nations digital commons: a secure digital United Nations central repository (the United Nations Digital Library), allowing access to over 2 million users per year; information and knowledge services: online Library products for the Library's global public, loan and related services and the provision of direct and targeted research to representatives of Member States; wider community engagement: web and social media presence, events and lectures and management of the United Nations System Electronic Information Acquisition Consortium and the United Nations Depository Library Programme; and curation of diverse library content: United Nations parliamentary documents, publications and maps and other systems.</p>				

B. Proposed post and non-post resource requirements for 2021

Overview

28.64 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 28.7 to 28.9.

Table 28.7

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	78 437.3	79 221.9	148.2	—	—	148.2	0.2	79 370.1	2 122.8	81 492.9
Other staff costs	2 035.2	2 813.3	180.9	—	748.5	929.4	33.0	3 742.7	67.6	3 810.3
Hospitality	15.2	59.9	—	—	—	—	—	59.9	1.4	61.3
Consultants	42.1	—	—	—	—	—	—	—	—	—
Travel of representatives	6.5	—	—	—	—	—	—	—	—	—
Travel of staff	299.8	438.1	—	—	—	—	—	438.1	8.3	446.4
Contractual services	4 393.2	5 423.7	(15.6)	—	944.5	928.9	17.1	6 352.6	127.0	6 479.6
General operating expenses	3 241.8	4 564.7	—	—	116.5	116.5	2.6	4 681.2	139.8	4 821.0
Supplies and materials	186.8	655.8	—	—	—	—	—	655.8	16.2	672.0
Furniture and equipment	428.2	707.1	(21.0)	—	70.5	49.5	7.0	756.6	17.4	774.0
Improvements to premises	17.2	—	—	—	—	—	—	—	—	—
Fellowships, grants and contributions	350.1	807.9	(18.9)	—	—	(18.9)	2.3	789.0	17.4	806.4
Total	89 453.5	94 692.4	273.6	—	1 880.0	2 153.6	2.3	96 846.0	2 517.9	99 363.9

Table 28.8

Post changes^a

	Number	Level
Approved for 2020	688	1 USG, 3 D-2, 18 D-1, 34 P-5, 72 P-4, 106 P-3, 57 P-2/1, 7 GS (PL), 197 GS (OL), 144 LL, 49 NPO
Redeployment	—	1 P-3, 1 P-2 and 1 GS (OL) from subprogramme 2, and 1 GS (OL) from subprogramme 3, to executive direction and management 1 P-5 and 1 P-3 from subprogramme 3 to subprogramme 2 1 GS (OL) from subprogramme 2 to subprogramme 3
Proposed for 2021	688	1 USG, 3 D-2, 18 D-1, 34 P-5, 72 P-4, 106 P-3, 57 P-2/1, 7 GS (PL), 197 GS (OL), 144 LL, 49 NPO

^a Details on justifications for post changes are reflected in annex III.

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

Table 28.9
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-2	3	—	—	—	—	3
D-1	18	—	—	—	—	18
P-5	34	—	—	—	—	34
P-4	72	—	—	—	—	72
P-3	106	—	—	—	—	106
P-2/1	57	—	—	—	—	57
Subtotal	291	—	—	—	—	291
General Service				—		
Principal level	7	—	—	—	—	7
Other level	197	—	—	—	—	197
Subtotal	204	—	—	—	—	204
Other						
Local level	144	—	—	—	—	144
National Professional Officer	49	—	—	—	—	49
Subtotal	193	—	—	—	—	193
Total	688	—	—	—	—	688

28.65 Additional details on the distribution of resources are reflected in tables 28.10 to 28.12 and figure 28.VIII.

28.66 As reflected in tables 28.10 (1) and 28.11 (1), the overall resources proposed for 2021 amount to \$96,846,000 before recosting, reflecting a net increase of \$2,153,600 (or 2.3 per cent) compared with the appropriation for 2020. Resource changes result from two factors, namely: (a) technical adjustments relating to the annual provision of new posts and temporary positions established in 2020 and the removal of non-recurrent requirements; and (b) other resource changes related to the Secretary-General's initiative to strengthen the ability of the Department to deliver its new global communications strategy for the United Nations. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 28.10

Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

			Changes									
			2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	2021 estimate (before recosting)	2021 estimate (after recosting)	
A.	Executive direction and management		1 776.9	1 999.6	–	–	464.7	464.7	23.2	2 464.3	69.1	2 533.4
B.	Programme of work											
1.	Strategic communications services		33 097.3	35 881.3	172.3	–	355.0	527.3	1.5	36 408.6	908.1	37 316.7
2.	News services		31 474.2	33 213.9	101.3	–	1 348.5	1 449.8	4.4	34 663.7	933.2	35 596.9
3.	Outreach and knowledge services		19 256.1	19 935.5	–	–	(288.2)	(288.2)	(1.4)	19 647.3	521.7	20 169.0
Subtotal, B			83 827.6	89 030.7	273.6	–	1 415.3	1 688.9	1.9	90 719.6	2 363.0	93 082.6
C.	Programme support		3 849.0	3 662.1	–	–	–	–	–	3 662.1	85.8	3 747.9
Subtotal, 1			89 453.5	94 692.4	273.6	–	1 880.0	2 153.6	2.3	96 846.0	2 517.9	99 363.9

(2) Other assessed

	2019 expenditure	2020 estimate	2021 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Strategic communications services	388.4	467.0	560.5
2. News services	221.9	237.9	312.5
3. Outreach and knowledge services	–	–	–
Subtotal, B	610.3	704.9	873.0
C. Programme support	–	–	–
Subtotal, 2	610.3	704.9	873.0

(3) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Strategic communications services	467.6	468.2	468.2

Part VII Global communications

	2019 expenditure	2020 estimate	2021 estimate
2. News services	2 427.5	3 222.8	3 222.8
3. Outreach and knowledge services	5 230.2	7 634.4	7 634.4
Subtotal, B	8 125.3	11 325.4	11 325.4
C. Programme support	425.1	586.4	586.4
Subtotal, 3	8 550.4	11 911.8	11 911.8
Total	98 614.2	107 309.1	112 148.7

Table 28.11
Evolution of post resources by component and subprogramme

(1) *Regular budget*

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	12	—	—	4	4	16
B. Programme of work						
1. Strategic communications services	312	—	—	—	—	312
2. News services	206	—	—	(2)	(2)	204
3. Outreach and knowledge services	136	—	—	(2)	(2)	134
Subtotal, B	654	—	—	(4)	(4)	650
C. Programme support	22	—	—	—	—	22
Subtotal, 1	688	—	—	—	—	688

(2) *Other assessed*

	2020 estimate	2021 estimate
A. Executive direction and management		
B. Programme of work		
1. Strategic communications services	2	2
2. News services	2	2
3. Outreach and knowledge services	—	—
Subtotal, B	4	4
C. Programme support	—	—
Subtotal, 2	4	4

(3) *Extrabudgetary*

	2020 estimate	2021 estimate
A. Executive direction and management	—	—
B. Programme of work		
1. Strategic communications services	—	—
2. News services	—	—
3. Outreach and knowledge services	10	10
Subtotal, B	10	10
C. Programme support	1	1
Subtotal, 3	11	11
Total	703	703

Table 28.12

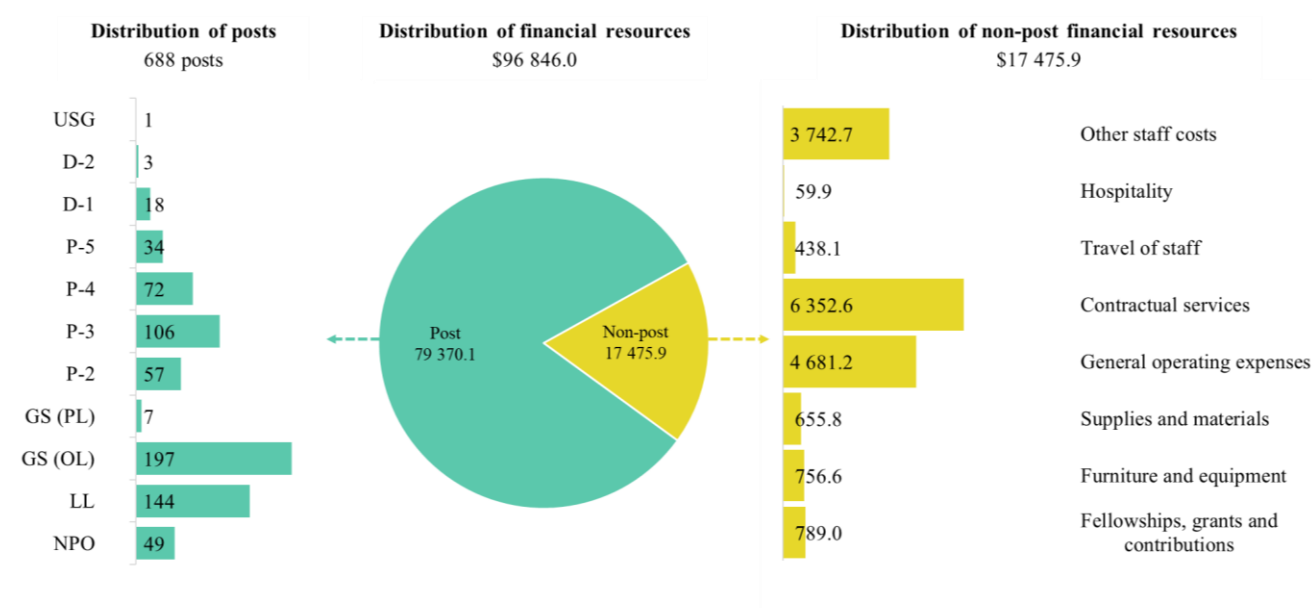
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	78 437.3	79 221.9	148.2	—	—	148.2	0.2	79 370.1
Non-post	11 016.2	15 470.5	125.4	—	1 880.0	2 005.4	13.0	17 475.9
Total	89 453.5	94 692.4	273.6	—	1 880.0	2 153.6	2.3	96 846.0
Post resources by category								
Professional and higher		291	—	—	—	—	—	291
General Service and related		397	—	—	—	—	—	397
Total		688	—	—	—	—	—	688

Figure 28.VIII
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Variance analysis by component and subprogramme

Overall resource changes

Technical adjustments

28.67 As indicated in tables 28.10 (1) and 28.11 (1), resource changes reflect a net increase of \$273,600 under subprogrammes 1 and 2, as follows:

- (a) **Subprogramme 1, Strategic communications services.** The net increase of \$172,300 comprises an increase of \$358,800 relating to the annual provision of six temporary positions (1 P-3, 1 P-2 and 4 General Service (Other level)) in support of the human rights treaty bodies, as approved by the General Assembly in its resolution [74/262](#), offset in part by a decrease of \$186,500 stemming from the removal of non-recurrent resources relating to the United Nations Nelson Rolihlahla Mandela Prize ceremony (held every five years) in 2020 (\$165,500) and furniture and equipment for the above-mentioned six temporary positions approved in 2020 (\$21,000);
- (b) **Subprogramme 2, News services.** The net increase of \$101,300 comprises an increase relating to the annual provision of two new P-3 posts approved by the General Assembly in its resolution [74/262](#) (\$148,200), offset in part by the removal of non-recurrent general temporary assistance and contractual services resources in support of the fourth session of the intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction, which were approved pursuant to Assembly resolution [72/249](#) (\$46,900).

Other changes

28.68 As indicated in tables 28.10 (1) and 28.11 (1), resource changes reflect a net increase of \$1,880,000 under executive direction and management and subprogrammes 1, 2 and 3, as follows:

- (a) **Secretary-General's communications initiative increase of \$1,880,000.** In order to strengthen the ability of the Department to deliver on its new global communications strategy

for the United Nations, as outlined in the foreword by the Under-Secretary-General for Global Communications, the Department is adopting a new approach to communications that is audience-centred and solutions-focused. The Department will prepare targeted communications to highlight the lead role, impact and effectiveness of the United Nations, which will provide authoritative information and the sharing of knowledge while inoculating against misinformation. On the basis of an audience-focused approach, the Department will craft stories that inspire audiences to care about the United Nations agenda and that build local and global solidarity. The Department will also adopt a solutions-based approach to journalism, designed to offer audiences hope and ideas for how challenges can be overcome. To realize this ambitious new approach to communications, additional resources will be required in the amount of \$1,880,000, as detailed below:

- (i) **Subprogramme 1, Strategic communications services.** The increase of \$355,000 under contractual services relates to: a. the hiring of local writers, photographers and videographers to deliver stories of impact and solutions with regard to the Sustainable Development Goals and campaigns to local and global audiences (\$200,000); b. capacity-building for solutions-based journalism and storytelling with impact (\$50,000); c. the creation of multimedia content for public information campaigns (\$42,000); d. the modernization of the Sustainable Development Goals website (\$33,000); and e. support for strategic partnerships with media for local and global content on the Goals (\$30,000);
 - (ii) **Subprogramme 2, News services.** The increase of \$1,425,000 reflects additional requirements for non-post resources, consisting of: a. \$748,500 under other staff costs for additional temporary positions, including one Webcast Officer (P-3) and five Webcast Assistant (General Service (Other level)) positions to provide metadata in the six official languages for the scheduling and live streaming of the plenary meetings of the Security Council, the General Assembly and the Economic and Social Council on the United Nations website; b. \$539,500 under contractual services for subscriptions to social media analysis tools to support planning for crisis communications and target audience research, subscriptions to electronic traditional media monitoring resources, information technology infrastructure for data analysis, business intelligence tools, data visualization tools and comprehensive web analytics to ensure unsampled web data, big data analysis functions and in-depth audience analysis capacities in order to support the Department's digital strategy and continuous modernization of the United Nations website; c. \$116,500 under general operating expenses to provide for information and communications technology services, office space and communications charges; and d. \$20,500 under furniture and equipment for the purchase of office equipment and related software;
 - (iii) **Subprogramme 3, Outreach and knowledge services.** The increase of \$100,000 under contractual services relates to the external translation of public information products in the six official languages to enhance multilingualism;
- (b) **Within-section changes (no overall change in resources):**
- (i) **Executive direction and management.** The increase of \$464,700 under post resources relates to the inward redeployment of three posts (1 P-3, 1 P-2 and 1 General Service (Other level)) from subprogramme 2, and one post (General Service (Other level)) from subprogramme 3, to the Evaluation and Communications Research Unit, in line with the request of the General Assembly to the Secretary-General to enhance in-house capacity for self-evaluation, as contained in paragraph 16 of its resolution [72/303](#). The redeployment would create a new, consolidated and strengthened evaluation function that is able to provide more effective strategic support as the Department's work becomes more audience-focused and centred on measuring communications impact. Evaluation and measurement are key to planning effective communications, shaping communications goals, informing decisions on target audiences, measuring the impact of campaigns, learning from the findings and adjusting the Department's work accordingly. To that end, the Unit will track, research and analyse data on communications outcomes and target

audience results from diverse sources and support the impact measurement of communications activities of the Department;

- (ii) **Subprogramme 2, News services.** The net decrease of \$76,500 under post resources is the result of the outward redeployment of four posts: three (1 P-3, 1 P-2 and 1 General Service (Other level)) to the Evaluation and Communications Research Unit in the executive direction and management component to strengthen in-house capacity for self-evaluation; and one (General Service (Other level)) to subprogramme 3 to support the Creative Community Outreach Initiative. The decrease is offset in part by the inward redeployment of two posts (1 P-5 and 1 P-3) from subprogramme 3 to strengthen the capacity of the social media team;
- (iii) **Subprogramme 3, Outreach and knowledge services.** The net decrease of \$388,200 under post resources is the result of the outward redeployment of three posts: two (1 P-5 and 1 P-3) to subprogramme 2 to strengthen the capacity of the social media team; and one (General Service (Other level)) to the Evaluation and Communications Research Unit in the executive direction and management component to enhance in-house capacity for self-evaluation. The decrease is offset in part by the inward redeployment of one post (General Service (Other level)) from subprogramme 2 to support the Creative Community Outreach Initiative.

Other assessed and extrabudgetary resources

- 28.69 As reflected in tables 28.10 (2) and 28.11 (2), projected other assessed resources for 2021 of \$873,000, including four posts, will be utilized to support public information activities in peacekeeping missions. This reflects an increase of \$168,100 compared with the estimate for 2020, owing to changes in standard salary costs and vacancy rates for 2021. Other assessed resources represent 0.8 per cent of the total resources for this programme.
- 28.70 As reflected in tables 28.10 (3) and 28.11 (3), the Office receives both cash and in-kind contributions, which complement regular budget resources for the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$11,911,800, including 11 posts, will be focused on supporting subprogrammes 1, 2 and 3, through the provision of broad substantive guidance and management of the implementation of the Department's capacity development work under subprogramme 1, support for the substantive and operational activities of a pilot project under subprogramme 2 to add Hindi as a language in which the Department provides a full multimedia service, and support for the substantive and operational activities of the United Nations Development Business, the Office of the Secretary-General's Envoy on Youth and the United Nations System Electronic Information Acquisition Consortium under subprogramme 3, as well as providing the programme support component with resources for carrying out administrative functions. This reflects no change in the resource level compared with the estimate for 2020. Extrabudgetary resources represent 10.6 per cent of the total resources for this programme.
- 28.71 Anticipated in-kind contributions will provide for rent-free premises with an estimated value of \$1,227,300, related to the United Nations information centre offices.

Executive direction and management

- 28.72 The Under-Secretary-General for Global Communications is responsible for the overall direction and strategic management of United Nations communications in the implementation of the Department's mandates and its approved programme of work, both at Headquarters and in the field. The Under-Secretary-General establishes departmental strategy, policies and guidelines, deals with specific policy and management issues and problems and is responsible for the administrative, financial and personnel management of the Department. Furthermore, the Under-Secretary-General is responsible for the direction of liaison functions performed by the Department with regard to

intergovernmental bodies, such as the Committee on Information, and with the United Nations Communications Group.

- 28.73 The Department plans to strengthen its strategic planning capacity in the Office of the Under-Secretary-General to enable the Department to allocate its resources in the most efficient manner. On the basis of a “grids” planning system, which maps significant events and opportunities across different time periods, the strategic planning function will: (a) enable the Department to effectively highlight priority global issues within a busy media landscape; (b) consolidate, streamline and shift production capacity to focus on thematic priorities; (c) work across the United Nations system to improve coordination and amplify key announcements and campaigns; and (d) mitigate risk by tracking emerging issues and reputational threats.
- 28.74 The Department also plans to strengthen its capacity for evaluation and insights. The Office of the Under-Secretary-General evaluates and reports on the programme performance of the Department through the Evaluation and Communications Research Unit, which is responsible for assessing the efficiency, effectiveness and impact of the Department’s programmes and activities, measuring the impact and reach of communications and collecting data on target audiences, in line with the global communications strategy for the United Nations. The Unit also serves as a focal point for inspection and oversight services, such as the Joint Inspection Unit and Office of Internal Oversight Services.
- 28.75 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 28.13. With regard to the advance booking for air travel, the Department has implemented the requirement for the traveller to request approval from the Under-Secretary-General for cases that are non-compliant with the policy and to provide a reason for the delayed request and justification for travel. In addition, the Department closely reviews the exceptions sought and regularly sends communications to staff and managers to raise awareness of the policy requirement and the importance of minimizing the instances of exceptions.

Table 28.13
Compliance rate
(Percentage)

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

- 28.76 The proposed regular budget resources for 2021 amount to \$2,464,300 and reflect an increase of \$464,700 compared with the appropriation for 2020. The proposed increase of \$464,700 is explained in paragraph 28.68 (b) (i) above. Additional details on the distribution of proposed resources for 2021 are reflected in table 28.14 and figure 28.IX.

Table 28.14
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

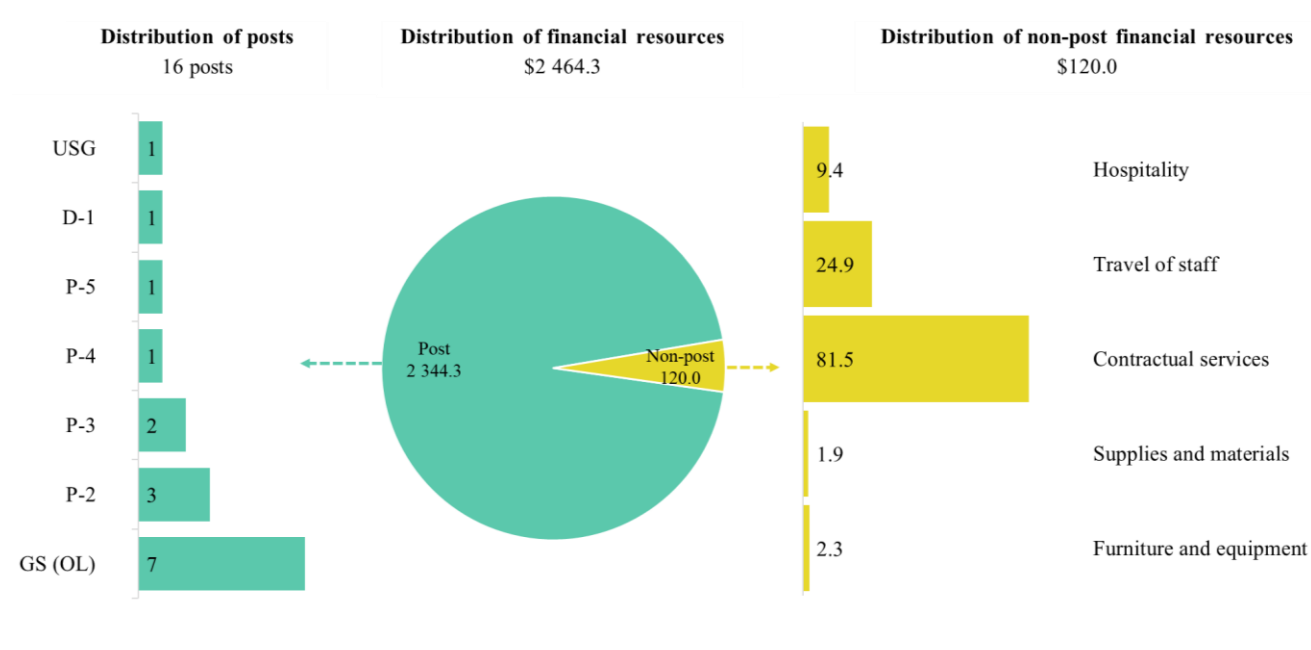
	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>					<i>2021 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Post	1 657.2	1 879.6	–	–	464.7	464.7	24.7	2 344.3
Non-post	119.6	120.0	–	–	–	–	–	120.0
Total	1 776.9	1 999.6	–	–	464.7	464.7	23.2	2 464.3

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		7	—	—	2	2	28.6	9
General Service and related		5	—	—	2	2	40.0	7
Total		12	—	—	4	4	33.3	16

Figure 28.IX

Executive direction and management: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

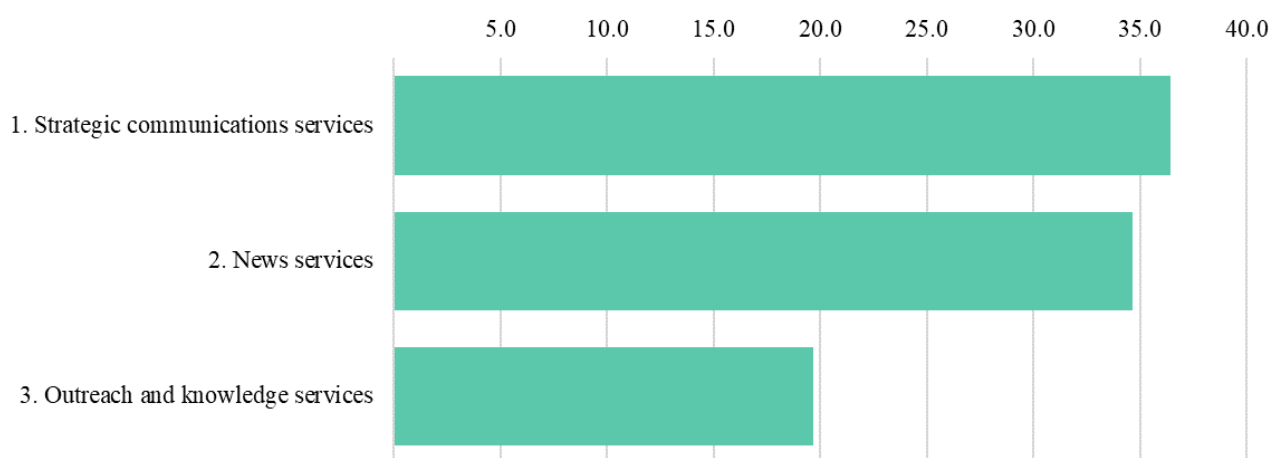


Programme of work

- 28.77 The proposed regular budget resources for 2021 amount to \$90,719,600 and reflect a net increase of \$1,688,900 compared with the appropriation for 2020. The proposed increase of \$1,688,900 is explained in paragraphs 28.67 and 28.68 (a) and (b) (ii) and (iii) above. The distribution of resources by subprogramme is reflected in figure 28.X.

Figure 28.X
Distribution of proposed resources for 2021 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Strategic communications services

28.78 The proposed regular budget resources for 2021 amount to \$36,408,600 and reflect a net increase of \$527,300 compared with the appropriation for 2020. The proposed increase of \$527,300 is explained in paragraphs 28.67 (a) and 28.68 (a) (i) above. Additional details on the distribution of proposed resources for 2021 are reflected in table 28.15 and figure 28.XI.

Table 28.15
Subprogramme 1: evolution of financial and post resources

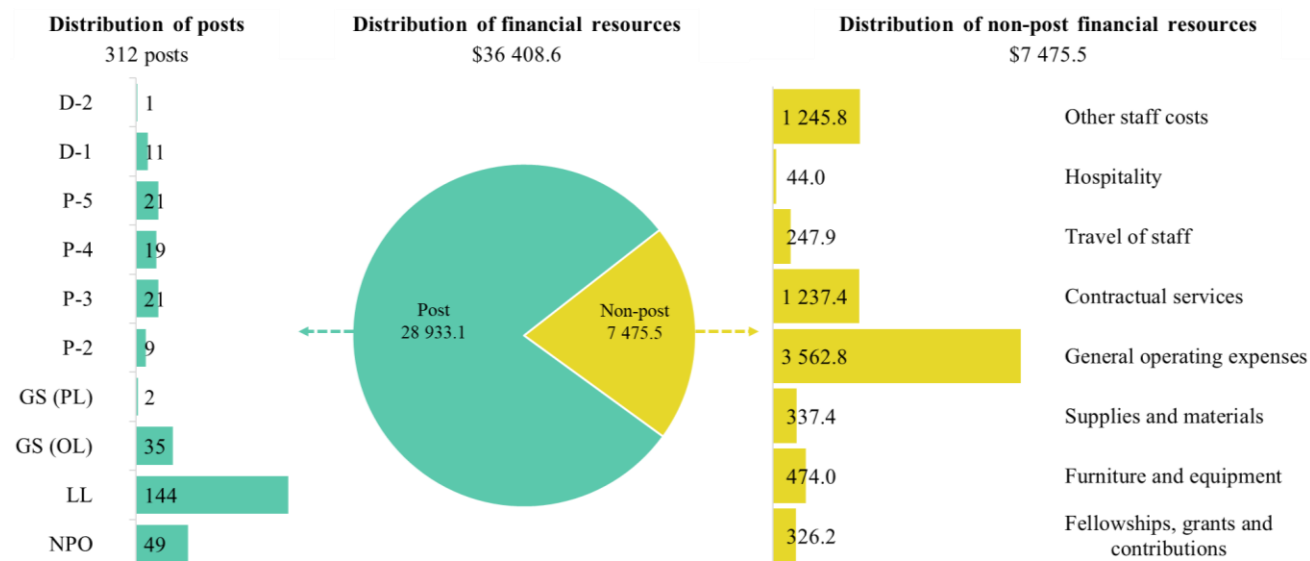
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	28 986.3	28 933.1	—	—	—	—	—	28 933.1
Non-post	4 111.1	6 948.2	172.3	—	355.0	527.3	7.6	7 475.5
Total	33 097.3	35 881.3	172.3	—	355.0	527.3	1.5	36 408.6
Post resources by category								
Professional and higher		82	—	—	—	—	—	82
General Service and related		230	—	—	—	—	—	230
Total		312	—	—	—	—	—	312

Figure 28.XI

Subprogramme 1: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

**Subprogramme 2
News services**

28.79 The proposed regular budget resources for 2021 amount to \$34,663,700 and reflect a net increase of \$1,449,800 compared with the appropriation for 2020. The proposed increase of \$1,449,800 is explained in paragraphs 28.67 (b) and 28.68 (a) (ii) and (b) (ii) above. Additional details on the distribution of proposed resources in 2021 are reflected in table 28.16 and figure 28.XII.

Table 28.16

Subprogramme 2: evolution of financial and post resources

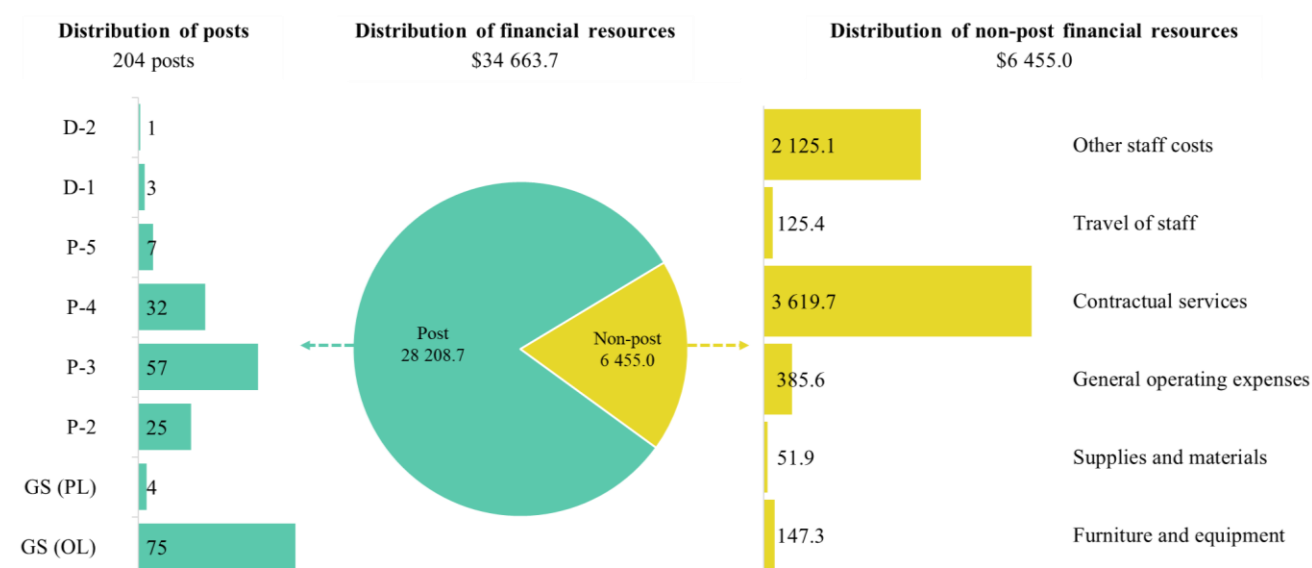
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	27 386.6	28 137.0	148.2	—	(76.5)	71.7	0.3	28 208.7
Non-post	4 087.7	5 076.9	(46.9)	—	1 425.0	1 378.1	27.1	6 455.0
Total	31 474.2	33 213.9	101.3	—	1 348.5	1 449.8	4.4	34 663.7
Post resources by category								
Professional and higher		125	—	—	—	—	—	125
General Service and related		81	—	—	(2)	(2)	(2.5)	79
Total		206	—	—	(2)	(2)	(1.0)	204

Figure 28.XII

Subprogramme 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3

Outreach and knowledge services

28.80 The proposed regular budget resources for 2021 amount to \$19,647,300 and reflect a net decrease of \$288,200 compared with the appropriation for 2020. The proposed decrease of \$288,200 is explained in paragraphs 28.68 (a) (iii) and (b) (iii) above. Additional details on the distribution of proposed resources for 2021 are reflected in table 28.17 and figure 28.XIII.

Table 28.17

Subprogramme 3: evolution of financial and post resources

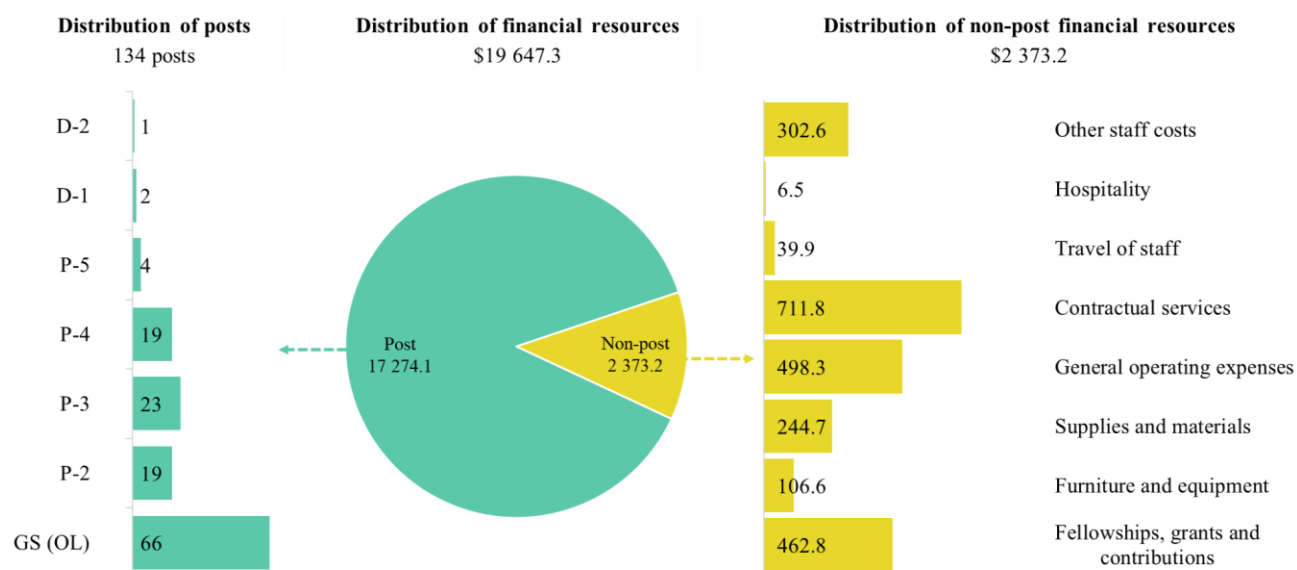
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	17 686.1	17 662.3	—	—	(388.2)	(388.2)	(2.2)	17 274.1
Non-post	1 570.0	2 273.2	—	—	100.0	100.0	4.4	2 373.2
Total	19 256.1	19 935.5	—	—	(288.2)	(288.2)	(1.4)	19 647.3
Post resources by category								
Professional and higher		70	—	—	(2)	(2)	(2.9)	68
General Service and related		66	—	—	—	—	—	66
Total		136	—	—	(2)	(2)	(1.5)	134

Figure 28.XIII

Subprogramme 3: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

**Programme support**

- 28.81 The Executive Office provides the administrative, managerial and programme support necessary for the implementation of the activities of the Department of Global Communications. It assists the Under-Secretary-General in preparing the programme plan and priorities, preparing, administering and monitoring the programme budget and managing trust funds and other assessed contributions and extrabudgetary resources; providing relevant support services for the efficient utilization of human resources; and planning, controlling and coordinating requirements related to general office administration. It also handles the Department's information technology needs, including the maintenance and upgrading of computer equipment and user applications.
- 28.82 The proposed regular budget resources for 2021 amount to \$3,662,100 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 28.18 and figure 28.XIV.

Table 28.18

Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

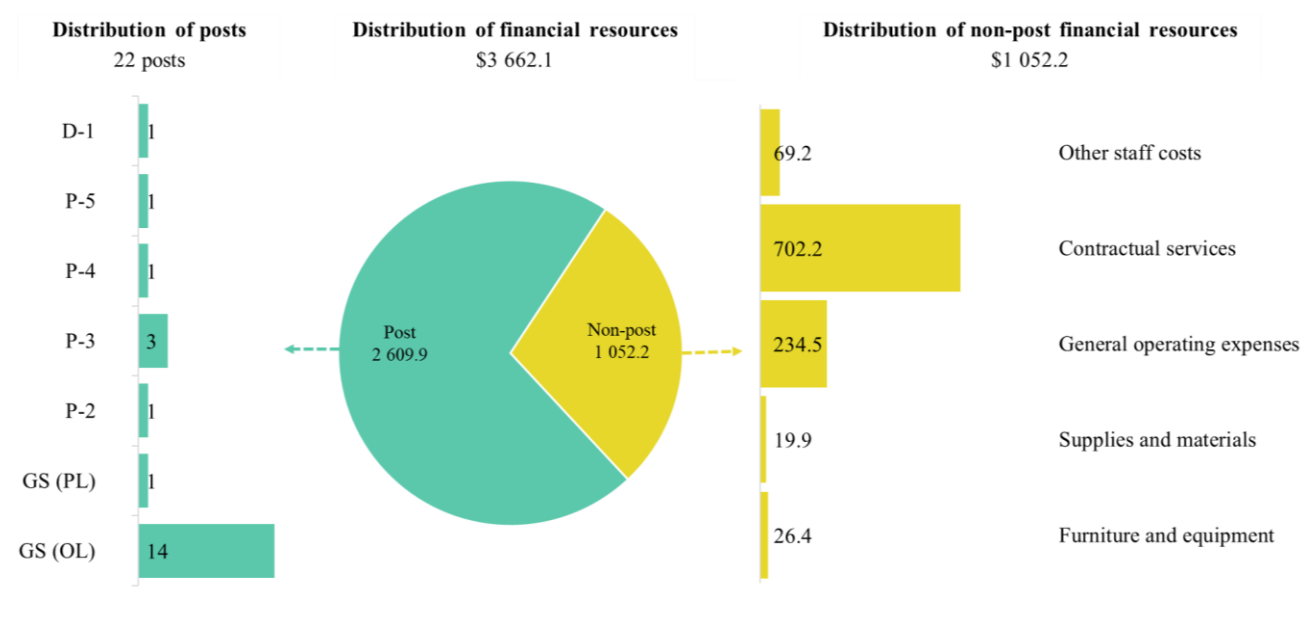
	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 721.1	2 609.9	—	—	—	—	—	2 609.9
Non-post	1 127.9	1 052.2	—	—	—	—	—	1 052.2
Total	3 849.0	3 662.1	—	—	—	—	—	3 662.1

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		15	—	—	—	—	—	15
Total		22	—	—	—	—	—	22

Figure 28.XIV

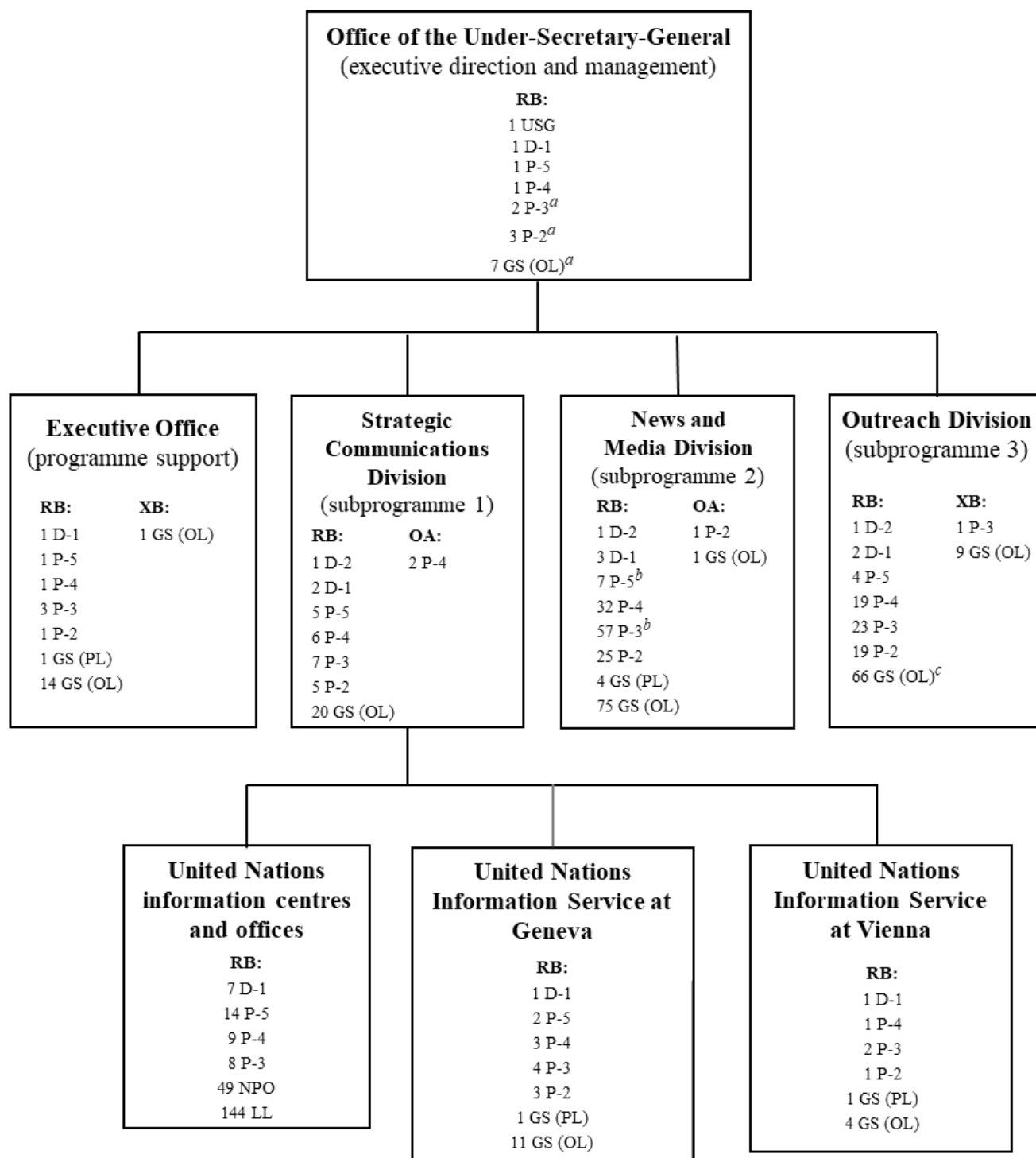
Programme support: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2021



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

^a Redeployment of three posts (1 P-3, 1 P-2 and 1 General Service (Other level)) from subprogramme 2 and one post (General Service (Other level)) from subprogramme 3.

^b Redeployment of two posts (1 P-5 and 1 P-3) from subprogramme 3.

^c Redeployment of one post (General Service (Other level)) from subprogramme 2.

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/74/7)

The Advisory Committee is concerned by the significant number of staff members in the Department receiving a special post allowance for a protracted period of time and expects that concerted efforts will be made to complete the recruitment without further delay for posts that have been encumbered by staff members receiving a special post allowance for extended periods (para. VII.10).

The Advisory Committee recommends that the General Assembly request the Secretary-General to undertake a comprehensive review of the office space requirements for the United Nations information centres and to provide information on any savings, the cost-sharing arrangements and office co-locations in his next budget submission (para. VII.14).

The Advisory Committee encourages the Department to exert further efforts to adhere to the advance purchase policy and achieve the compliance targets set for 2019 and 2020 (para. VII.16).

The Department has a total of 11 posts for which staff have been on special post allowance for longer than one year. Four of those posts have been advertised, and selection has been completed in two of them. One of the posts will be advertised. The remaining six posts cannot be advertised as the staff members are on assignment or on special leave without pay and the posts are blocked.

The Department has been reviewing the office space occupied by the United Nations information centres as part of its reform and the United Nations development system reform, which calls for integration of the information centres with resident coordinator offices, including through co-location. Currently, 44 of 50 information centres located in countries with resident coordinators have fully integrated with the resident coordinator office, and of those, 64 per cent are also co-located in the same complex. Some of the other information centres are in locations with rent-free premises but are not co-located, while a few benefit from government contributions to assist with the payment of the rent, either fully or partially. The Department's intention is to pursue co-location on the basis of a cost-benefit analysis. As part of its review, the Department is following the standard for office space provided by the Joint Inspection Unit. The Department is also reviewing the need to maintain information centre libraries and has downsized or discontinued and digitized those libraries that are not justified on the basis of the number of public visitors.

As indicated in paragraph 28.75 of the present report, the Department has implemented the requirement for the traveller to request approval from the Under-Secretary-General for Global Communications for cases that are non-compliant with the policy and to provide a reason for the delayed request and justification for travel. In addition, the Department closely reviews the exceptions sought and regularly sends communications to staff and managers to raise awareness of the policy requirement and the importance of minimizing the instances of exceptions.

Board of Auditors (A/74/5 (Vol. I))

The Board recommends that the Administration assess the requirement, make efforts to obtain the necessary funds and set and adhere to a firm time frame for digitization of old and important United Nations documents at the earliest (chap. II, para. 390).

The Board recommends that the Administration accelerate digitization of the audiovisual archives and also assess additional funding requirements for the project and make efforts to obtain such funds for completing the digitization of its audiovisual records (chap. II, para. 392).

The Board recommends that the Administration accelerate the uploading of born-digital parliamentary documents and publications in the United Nations Digital Library System for effective sharing of information with internal and external audiences (chap. II, para. 398).

The Board recommends that the Administration (the Department of Global Communications and the Office of Information and Communications Technology) formulate a time-bound action plan to assimilate or link to the digital contents of the six libraries that already have a local digital repository in place (chap. II, para. 405).

The Board recommends that the Administration establish controls to ensure that United Nations social media accounts reflect the ownership of the United Nations and schedule a vulnerability assessment on all social media accounts at the earliest (chap. II, para. 412).

The Department has finalized a project proposal on the digitization of 1 million United Nations parliamentary documents and publications in dire condition. The proposal contains a full timeline and set of tasks that need to be addressed in order to fully meet the recommendation. The total cost to achieve the digitization of 1 million United Nations parliamentary documents and publications in dire condition is projected to be approximately \$10 million. The Department is working to raise funds in order to realize the project. Implementation of this recommendation is dependent on the availability of funds.

The digitization of the United Nations audiovisual collection started in April 2017 with the support of the Government of Oman. Over 40 per cent of the collection has been digitized. A selection has been posted on the audiovisual library website. The Department has also started an in-house project to digitize audio disks to help to accelerate the digitization of the audiovisual archives. The Department will be working with Member States to raise extrabudgetary funds to support the preservation of the audiovisual history of the Organization.

The Dag Hammarskjöld Library has developed a plan that sets out a timeline with tasks to meet this recommendation. Full implementation of this recommendation is dependent on the availability of funds.

The Dag Hammarskjöld Library has developed a plan that sets out a timeline with tasks to meet this recommendation. Full implementation of this recommendation is dependent on the availability of funds.

The United Nations policy on the institutional use of social media was signed into effect in May 2019. Most of the heads of Secretariat entities have provided up-to-date details on their accounts, which have been recorded in a central, internal database managed by the Department. The Department also undertook a review of all of its social media accounts, which was completed in December 2019. It will now implement recommendations made by the review panel to improve the impact of some departmental accounts, in line with the United Nations social media policy.

Annex III

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

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-3	Redeployment of 1 post of Public Information Officer	The redeployments are proposed pursuant to the request of the General Assembly to strengthen self-evaluation (see resolution 72/303). The redeployments would create a new, consolidated and strengthened evaluation function, able to provide more effective strategic support as the Department's work becomes more audience-focused and centred on measuring communications impact
	1	P-2	Redeployment of 1 post of Associate Public Information Officer	
	2	GS (OL)	Redeployment of 2 posts of Public Information Assistant	
Subprogramme 2 News services	(1)	P-3	Redeployment of 1 post of Public Information Officer	See above under executive direction and management
	(1)	P-2	Redeployment of 1 post of Associate Public Information Officer	
	(1)	GS (OL)	Redeployment of 1 post of Public Information Assistant	
	1	P-5	Redeployment of 1 post of Senior Public Information Officer	To strengthen the capacity of the social media team
	1	P-3	Redeployment of 1 post of Public Information Officer	
	(1)	GS (OL)	Redeployment of 1 post of Public Information Assistant	
Subprogramme 3 Outreach and knowledge services	(1)	P-5	Redeployment of 1 post of Senior Public Information Officer	See above under subprogramme 2
	(1)	P-3	Redeployment of 1 post of Public Information Officer	
	1	GS (OL)	Redeployment of 1 post of Public Information Assistant	To strengthen the Creative Community Outreach Initiative within subprogramme 3
	(1)	GS (OL)	Redeployment of 1 post of Public Information Assistant	

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