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Held at Headquarters, New York, on Wednesday, 9 March 2022, at 10 a.m.

Chair: Mr. Margaryan (Armenia)
Later: Mr. Ammann (Vice-Chair) (Switzerland)
*Chair of the Advisory Committee on Administrative
and Budgetary Questions:* Mr. Bachar Bong

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The meeting was called to order at 10.10 a.m.

Agenda item 143: Human resources management
([A/76/76](#), [A/76/551](#), [A/76/570](#), [A/76/570/Corr.1](#),
[A/76/602](#), [A/76/724](#) and [A/76/733](#))

1. **Ms. Lopez** (Assistant Secretary-General for Human Resources of the Department of Management Strategy, Policy and Compliance), introducing the report of the Secretary-General on the composition of the Secretariat: staff demographics ([A/76/570](#) and [A/76/570/Corr.1](#)), said that the report covered the period from 1 January to 31 December 2020. It contained an overview of demographic variables such as age and gender, as well as structural aspects of the workforce, including entity, location, category and appointment time. It also contained information relating to staff movements and to staff subject to the system of desirable ranges.

2. The report had been substantially upgraded in order to provide Member States with enhanced workforce analytics, including a retirement forecast extending beyond 10 years. It contained a thorough analysis of factors that had an impact on the long-term outcome of human resources reforms aimed at ensuring a diverse and inclusive workplace in which the workforce reflected the geographical, gender and other diversity dimensions of the people that the Organization served. The report also contained in-depth statistics relating to key stages of the recruitment process, disaggregated by the gender and age of applicants and by the representation status of applicants' countries of nationality. Efforts were under way to make most of the demographic information set out in the report available to Member States through expanded online reporting. The aim was to provide Member States with continuous access to key demographic data, while enabling them to conduct their own analysis, as needed.

3. Introducing the report of the Secretary-General on the practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour for the period from 1 January to 31 December 2020 ([A/76/602](#)), she said that the report contained an overview of the administrative framework for disciplinary matters, summaries of individual cases and explanations of some of the factors taken into account by the Secretary-General in imposing disciplinary measures. The report also contained statistics on the number and types of cases received during the reporting period, the number of cases completed and the disposition of those cases. Moreover, a section setting out statistics relating to the handling of cases received and closed between 1 January and 30 September 2021 had been added to the report.

4. Turning to the reports of the Secretary-General that had been issued during the seventy-third, seventy-fourth and seventy-fifth sessions and were also before the Committee, she said that the Secretariat had made progress on many of the reform initiatives outlined in those reports, in order to ensure a decentralized, agile and field-focused management paradigm for the effective and transparent management of human resources. Although consideration of the report of the Secretary-General entitled "New approach to staff mobility: building an agile Organization by providing opportunities for on-the-job learning and skills development" ([A/75/540/Add.1](#)) had been deferred from the seventy-fifth session, mobility remained critical to the United Nations, and staff and managers continued to view it as essential to mandate fulfilment and the professional growth of staff. Mobility enabled staff to benefit from the diversity and richness of the Organization's mandates and duty stations, and was necessary in order to carry out activities requiring a large operational presence. Under the new approach, mobility was defined as a way for staff to benefit from such diversity and richness and to acquire and develop, through continuous learning and development, the skills necessary to fulfil evolving mandates.

5. The framework underlying the new approach was based on the fundamental link between learning and skills development, on the one hand, and career fulfilment, on the other. The aim was to articulate that achieving job impact and professional excellence must be the primary career driver in the Organization, thus closely linking career advancement with skills acquisition and development, and with learning. Previous efforts had focused on geographical and functional mobility, while the new approach was geared towards geographical movement to ensure mandate fulfilment and opportunities for staff to gain broader experience in both headquarters and non-headquarters duty stations.

6. The number of moves by staff members in the Professional and higher and Field Service categories in D and E duty stations was expected to double and triple under the new approach, an improvement that would help to address imbalances, including in geographical and gender representation, in those duty stations. Particular attention would be paid to staff serving in hardship duty stations, with staff who had spent more than two years in such duty stations to be prioritized for moves. The new approach would be implemented gradually as serving staff retired and newly recruited staff joined the Organization, with serving staff able to opt in. The full implementation of mobility was a long-term endeavour.

7. Amendments to the Staff Regulations and Rules had been proposed in order to provide decision-makers with a simplified regulatory framework that was aligned with the new management paradigm. The strategic long-term outcomes of human resources reform were agility, diversity and inclusion, and accountability; they reflected a systemic approach to people management, in accordance with the imperative of human resources integration. To improve agility, the Secretariat had reviewed and updated the 20-year-old competency framework and overhauled the leadership and management development programmes to align them with the system of delegation of authority and leadership frameworks.

8. The Organization had developed a new career satisfaction framework, setting out principles, processes, tools and resources to help staff to achieve career fulfilment. It was also developing a new performance management approach, in which managerial accountability, team-oriented goals and ongoing feedback would be emphasized. The Geographical Representation Strategy, to replace the Geographical Diversity Strategy in April 2022, provided a focused, systematic and deliberate approach to increasing geographical diversity.

9. In 2018, the Secretary-General had requested the General Assembly to lift the barriers that hindered staff in the General Service and related categories from competing for positions at the Professional level. The proposal was that the principle of equal treatment of all applicants to positions in the Professional category at the P-2 level (not earmarked for the young professionals programme) and P-3 level be extended to staff members in the General Service and related categories and in the Field Service category, up to the FS-5 level, and that the “G to P” element be removed from the young professionals programme so that the positions subject to the system of desirable ranges at the P-1 and P-2 levels would be filled exclusively by external candidates from underrepresented or unrepresented Member States. The proposal would not only improve career satisfaction but also help to achieve equitable geographical representation.

10. Other pending matters that would affect the reforms included amendments to the Staff Regulations and Rules (A/74/289); guidance on the review of the system of desirable ranges in order to establish a more effective mechanism for ensuring equitable geographical representation, as contained in the report of the Secretary-General on the assessment of the system of desirable ranges (A/73/372/Add.3); and increasing the earnings limit for retirees from \$22,000 to the equivalent of six months of salary at grade P-4,

step VI, as contained in the report of the Secretary-General on the overview of human resources management reform for the period 2017–2018 (A/73/372/Add.1).

11. **Ms. Armstrong** (Director, Ethics Office), introducing the report of the Secretary-General on the activities of the Ethics Office (A/76/76), said that the report covered the activities of the Office in 2020 and also included information on the activities of the Ethics Panel of the United Nations. During the reporting period, the Ethics Office had continued to assist the Secretary-General in enhancing the Organization’s culture of ethics, transparency and accountability.

12. The independence of the Ethics Office was critical to its efforts to enhance integrity, transparency and accountability in the work of the Organization, and to facilitating Member State oversight of that work. As requested by the General Assembly in its resolution 71/263, the Secretary-General had, in his 2017 report (A/73/89), proposed three measures for approval by the Assembly in order to strengthen the independence of the Ethics Office. First, he had proposed that the Office’s annual report be submitted directly to the Assembly. Second, he had proposed to enhance the accountability of the Ethics Office by authorizing the Office to consult the Independent Audit Advisory Committee on matters that involved the Secretary-General, including allegations of conflicts of interest, and that might require the attention of the Assembly. Third, he had proposed to raise the rank of the head of the Office to the level of Assistant Secretary-General, starting with her successor, in order to provide the head with access to higher levels of decision-making and to confer on him or her a status commensurate with that of the senior officials whom he or she advised. The Secretary-General had also proposed three additional measures, to be noted by the Assembly, concerning term limits, security of tenure and re-employment restrictions for the head of the Office. The merits of and rationales for those measures had again been highlighted in the present report (A/76/76).

13. The strengthening of the independence of the Ethics Office was a governance rather than a budgetary measure. As noted by the Secretary-General in a previous report on the activities of the Office (A/71/334), in an operating environment marked by increasing complexity, the United Nations faced new and increasing challenges, which called for an Organization served by an international civil service that was fit for purpose.

14. In 2020, the Office had responded to 1,681 requests, using mostly remote means of communication.

The largest portion of requests, totalling 691, were for ethics advice, mainly concerning conflict-of-interest matters. Under the financial disclosure programme, which contributed to mitigating conflicts of interest and protecting the Organization's credibility, 5,904 disclosure statements had been reviewed. Nearly 80 per cent of the 158 eligible senior officials had participated in the voluntary public disclosure initiative, an increase from the past. The Office had also facilitated, in conjunction with the Office of the United Nations Ombudsman and Mediation Services, the 2020 Leadership Dialogue under the theme "Acknowledging dignity through civility: how can I communicate for a more harmonious workplace?", with the participation of some 40,000 personnel, the largest number since the launch of the Dialogues.

15. Under the policy on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations, the Office had handled 138 requests. The Ethics Office had responded to seven referrals made by the Office of Internal Oversight Services (OIOS) for preventive measures to address cases in which it had identified the existence of a risk of retaliation. The Ethics Office had also completed preliminary reviews of 30 claims and had determined that 3 claims had represented *prima facie* cases of retaliation; it had referred all 3 claims for investigation. Of the cases investigated following previous referrals, the Office had determined that three had involved retaliation. To ensure coherence in the application of ethical standards, the Ethics Panel had held 10 formal sessions and a special informal session on protection against retaliation. The Ethics Office had also taken part in the planning and proceedings of the twelfth meeting of the Ethics Network of Multilateral Organizations.

16. **Mr. Bachar Bong** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the report of the Advisory Committee on the composition of the Secretariat: staff demographics ([A/76/733](#)), said that the Advisory Committee recommended that the General Assembly request the Secretary-General to submit an updated human resources strategy for consideration at the seventy-seventh session. That strategy should address issues that had consistently proven challenging over time, and should include information on the implementation of the recommendations of the Board of Auditors and on the impact of the lessons learned during the coronavirus disease (COVID-19) pandemic. There was also a need for more extensive analysis of the statistical data provided in the Secretary-General's report ([A/76/570](#) and [A/76/570/Corr.1](#)). For example,

the report contained no analysis of the opportunity offered by the high number of retirements forecasted for the period 2020–2040 to achieve progress on multiple goals in the area of human resources management, such as the rejuvenation of the workforce, equitable geographical distribution and gender balance.

17. Examination of the reasons for resignations, including through the conduct of exit interviews, was necessary in order to enable better trend analysis, identify challenges and strengthen the operational workforce planning of the Organization in support of human resources management objectives. Noting that a significant number of job applications were rejected as a result of applicants' failure to meet language proficiency requirements, as determined on the basis of their inherently subjective self-assessments, the Advisory Committee trusted that the Secretary-General would ensure that such requirements were clearly defined in job postings and would explore appropriate assessment methods. The Advisory Committee also noted that the Secretary-General would soon launch his Geographical Representation Strategy and trusted that the Strategy would contain clear, time-bound targets, with indicators of achievement beyond the desirable ranges.

18. Introducing the report of the Advisory Committee on the practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour for the period from 1 January to 31 December 2020 ([A/76/724](#)), he said that the Advisory Committee noted that, in disciplinary cases, the Secretary-General had broad discretion in determining the applicable mitigating or aggravating circumstances. The Advisory Committee recommended that the General Assembly request the Secretary-General to exercise such discretion with respect for the principles of transparency, proportionality and consistency, and to include in his next report detailed information on the criteria applied in the determination of mitigating and aggravating circumstances.

19. The Advisory Committee recommended that the Assembly request the Secretary-General to take appropriate measures to enhance the rate of disposal of cases, including by applying a benchmark that took into account the ideal time frame of three to four months for the processing of a case, and to provide an update in that regard in his next report. In his report ([A/76/602](#)), the Secretary-General had indicated that the Office of Human Resources had been involved in the development of policies relating to conduct issues, including in the context of the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations. The Advisory Committee recommended that

the General Assembly request the Secretary-General to expedite the work on addressing racism and race-based discrimination, and to provide an update in that regard, as well as any related proposals, including resource proposals, in his next report.

20. Introducing the report of the Advisory Committee on the activities of the Ethics Office ([A/76/551](#)), he said that the Advisory Committee welcomed the continued increase in the number of participants in the voluntary disclosure initiative. The Advisory Committee trusted that the Secretary-General would take all the necessary measures to address potential conflicts of interest in accordance with the principle of accountability, and would continue to encourage senior officials who had not yet publicly disclosed a summary of their assets to do so in future cycles. With regard to the proposals concerning the submission of the annual report of the Ethics Office directly to the General Assembly, the change in the Office's reporting line and the reclassification of the post of the head of the Ethics Office from the D-2 to the Assistant Secretary-General level, the Advisory Committee reiterated the recommendations contained in its previous report ([A/75/515](#)).

21. **The Chair**, in accordance with General Assembly resolution [35/213](#), invited a representative of the staff of the United Nations Secretariat, as the single representative of staff unions, to make a statement.

22. **Ms. Wahidi** (Staff representative), speaking via video link, said that the support of the Fifth Committee was essential to protecting the conditions of service that enabled staff to enjoy their human and labour rights and gave them the motivation and perseverance necessary to serve the Organization. She expressed sympathy to and solidarity with individuals facing multifaceted threats in countries affected by war, natural disasters, economic hardships and the COVID-19 pandemic.

23. Throughout the pandemic, Secretariat staff at all levels, including field staff, had made exceptional efforts to keep operations and services running and to meet Member State expectations, having delivered results in a timely manner and performed many hours of remote work under difficult circumstances. While staff remained committed to fulfilling their duties efficiently and effectively, the stressful and insecure conditions under which they worked had had a substantial impact on their physical and mental health. While management had taken steps to address the safety and mental health of staff, as well as the challenges associated with returning to the office, Member States must enhance the Organization's capacities in that regard and must respond to the calls of staff for equal treatment across

all categories and levels, and for reasonably flexible and accommodative arrangements.

24. With regard to human resources strategies, staff had serious concerns regarding the future of their work and the unclear path set out for the Organization's workforce. Recruitment practices deviated from the identified outcomes of agility, accountability and diversity, the career prospects for internal staff were inadequate, the system of delegation of authority had been misused and various groups had not been adequately represented. Consultations with staff had been conducted largely as a formality. The Committee should facilitate the holding of consultations that led to broadly endorsed changes that preserved staff welfare and the interests of Member States.

25. The removal of barriers to career advancement for staff in the General Service and related categories was a key step towards meaningful reform. The Committee should therefore instruct the Secretariat to proceed with the pilot project, proposed by the Advisory Committee in a previous report on human resources management ([A/73/497](#)), to provide staff in the General Service and related categories with the opportunity to apply for Professional posts not earmarked for the young professionals programme. It was regrettable that the Organization continued to rely on individual contractors instead of improving internal expertise and skills. References to new contractual modalities were of great concern to staff, who counted on Member State support to improve the existing conditions of service and to ensure that the potential of existing contractual modalities was fully leveraged. The Organization must continue to issue continuing contracts for eligible staff in all categories and to ensure the fair use of rosters, which minimized recruitment periods and motivated staff to compete for positions and to enhance their skills and knowledge.

26. Although management had taken some appropriate decisions on disciplinary matters after completing the proper procedures, abuse of authority and harassment continued in various duty stations in which staff sometimes chose to keep quiet in order to avoid retaliation and lengthy, stressful processes. Member States should enhance the investigation and disciplinary system to make it more responsive and agile. Staff must be able to trust that system if they were to be encouraged to report misconduct. Member State support was necessary to improve accountability and oversight, and management should address the outcomes of staff engagement and satisfaction surveys.

27. **Mr. Ajmal** (Pakistan), speaking on behalf of the Group of 77 and China, said that the reform of human

resources management was essential to the overall reform of the United Nations. The Group commended the progress made, particularly in streamlining rules and policies, and making changes in the conditions of service. It also welcomed the strengthening of internal anti-corruption measures, the establishment of a safe environment for staff to report misconduct, and the efforts to prevent and respond to sexual exploitation and abuse and sexual harassment in the workplace.

28. The workforce of the United Nations must be geographically diverse, balanced in terms of gender, international, talented and representative of all the peoples that the Organization served. The principles of equitable geographical representation and gender parity were cornerstones of such a workforce.

29. The Group was concerned about the imbalance in geographical representation in the Secretariat, given the reference in Article 101 of the Charter of the United Nations to the importance of recruiting staff on as wide a geographical basis as possible. That principle was essential to ensuring that the Organization was international in character and represented all its Member States. The Group was concerned about the lack of success of efforts to reach out to potential candidates from unrepresented and underrepresented countries, particularly developing countries. The Secretary-General should intensify his efforts to achieve equitable geographical representation among United Nations staff, especially at senior levels. Due attention needed to be given to the representation of troop- and police-contributing countries. The Group also stood ready to engage in negotiations on the improvement of the system of desirable ranges and to embrace changes that would advance the Organization.

30. The Group welcomed the increase in the number of women staff members but was concerned that the proportion of women in senior positions remained below 50 per cent. Regrettably, the proportion of women from developing countries in such positions was disproportionately low.

31. The Group was concerned about the rise in the average age of Secretariat staff and the fall in the number of entry-level positions, particularly at the P-1 and P-2 levels. The situation hampered the achievement of important human resources targets, including the rejuvenation of the Organization and the acquisition of fresh talents from the different regions of the world, in particular unrepresented and underrepresented developing Member States.

32. Language skills were important in selection processes; the equality of the two working languages of the Secretariat must be respected and, during

recruitment, due consideration must be given to a good command of the official languages at specific duty stations. The environment in which staff worked must be rules-based, diverse, flexible and dynamic, and must motivate staff to do their best in order to serve the international community.

33. **Mr. Camelli** (Representative of the European Union, in its capacity as observer), speaking also on behalf of the candidate countries Albania, Montenegro, North Macedonia, Serbia and Turkey; the stabilization and association process country Bosnia and Herzegovina; and, in addition, Andorra, Georgia, Monaco, the Republic of Moldova, San Marino and Ukraine, said that the Organization's staff played an essential role in fulfilling its mandates, upholding its principles and defending its values. Member States should provide staff with an updated and improved labour framework and should adopt modern and effective human resources policies. The European Union would make every effort to find consensus on all aspects of human resources management.

34. The Organization's workforce should continue to embody the highest standards of efficiency, competence and integrity, as set out in Article 101 of the Charter. It should, moreover, reflect the diversity of the people the Organization served, including in terms of geography, gender, age and skills. To support workforce diversity, system-wide efforts should be made to achieve gender parity at all levels, including in the field. It was also necessary to rejuvenate the Organization and acquire new talent, including through a renewed focus on interns and enhanced training. Multilingualism was of critical importance, and linguistic diversity should be adequately reflected in human resources management. The European Union also looked forward to discussing the Secretary-General's proposals on disability inclusion, to be presented at a future session.

35. The European Union welcomed the global human resources strategy, which was intended to foster strategic people management and proactive talent acquisition, and to transform the organizational culture. Those aims would be critical to building a forward-looking, needs-responsive and integrated human resources management system that emphasized results and accountability.

36. The European Union welcomed the new approach to staff mobility. A well-functioning mobility framework at Headquarters and in the field was essential to the Organization, and would serve the interests of staff and facilitate mandate implementation. Such a framework would enable the United Nations to leverage the diversity and richness of organizational mandates

and duty stations within the Secretariat. It would also allow staff to acquire and continuously develop the skills necessary to adapt to challenging working environments. Further training opportunities for staff and managers and a smoother transition to the Professional category for staff members from other categories were necessary to give individuals a chance to broaden their experience and develop their careers to the fullest.

37. The European Union attached great importance to the roll-out of a strong and robust accountability framework. The accountability of the Secretariat and other stakeholders was a cornerstone of management reform and an integral part of the system of delegation of authority. Such accountability was also essential to fostering a culture of ethics, inclusivity and transparency, preventing discrimination and addressing misconduct. The European Union welcomed the work of the Ethics Office, the independence of which must be strengthened.

38. The goals of United Nations reform must be translated into specific and clear guidance for staff. The European Union therefore looked forward to reaching a decision on the proposed amendments to the Staff Regulations and Rules of the United Nations, and appreciated the Secretary-General's efforts to modernize the text to reflect the new culture introduced through the reform. It was encouraging that the Committee had been able to focus predominantly on matters relating to human resources management at the first part of the seventy-fifth session; the Committee should build on those efforts at the current session.

39. **Mr. Ammann** (Switzerland), speaking also on behalf of Liechtenstein, said that the most valuable asset of the United Nations was its staff, on whose expertise and skills the Organization depended to fulfil its mandates. It therefore needed modern, rationalized human resources management that supported a high-performing workforce and an effective, efficient, flexible and results-oriented United Nations. Accordingly, the agenda item on human resources management deserved the Committee's full attention. Unfortunately, the Committee had not reached agreement on the item at several previous sessions, and thus had various reports to consider and important decisions to take at the current part of the resumed session.

40. The two delegations appreciated the Secretary-General's overall strategy and his efforts to strengthen human resources management. The Organization's senior managers must lead by example and take measures in that regard. Appropriate human resources

management was crucial to management reform, which was essential to the other reform processes.

41. The two delegations supported the Secretary-General's approach to the recruitment and development of a mobile, field-oriented, multilingual and diverse workforce. They commended him on the detailed analysis of the root causes of the lack of diversity in recruitment and on the launch of a geographical representation strategy. Particular attention should be paid, however, to gender equality in senior and middle management posts and in field services, and to workforce rejuvenation.

42. Staff mobility was essential to building a skilled, dynamic and adaptable workforce that could interact with different stakeholders in different settings, while offering staff learning opportunities and career development, so that the Organization could meet the challenges of an interconnected world and ensure the long-term sustainability of that workforce. The two delegations therefore welcomed the Secretary-General's efforts to strengthen human resources management through initiatives, strategies and amendments to the Staff Regulations and Rules. The Member States must now provide clear guidance on the way forward by adopting a resolution on the item, while granting the Secretary-General the flexibility necessary to manage human resources effectively.

43. **Mr. Kalugin** (Russian Federation), speaking also on behalf of Belarus, Kazakhstan and Turkmenistan, said that the number of reports on the basis of which the Committee must approve a draft resolution on human resources management continued to increase each year. At the current session, every effort must be made to provide the Secretary-General with a basic document that would guide him in the formulation of personnel policy. The Advisory Committee's recommendations in that regard provided a sound basis for compromise. The four delegations would consider the Secretary-General's proposals from the perspective of whether they would make human resources policy more effective and meet the Organization's needs in terms of qualified staff and the successful, efficient functioning of the Secretariat. The delegations would also consider whether those proposals were aligned with the financial capacities of Member States.

44. The principle governing the recruitment of staff was enshrined in Article 101 of the Charter and should be the basis for the development of new human resources strategies and the improvement of existing ones. It was necessary to focus on improving geographical representation, in accordance with the mandates that Member States had repeatedly given to

the Secretary-General. The Russian Federation, Belarus, Kazakhstan and Turkmenistan were wary of new approaches that had not been approved by Member States. Any action taken by the Secretariat on its own initiative must be aligned with the resolutions and decisions of the General Assembly.

45. The four delegations were concerned that the proposals on staff mobility and the young professionals programme might reduce the opportunities for external candidates to join the United Nations. The delegations nevertheless considered the proposals favourably insofar as they confirmed that the Secretariat had not become an exclusive club. The Russian Federation, Belarus, Kazakhstan and Turkmenistan would pay close attention to the workforce diversity parameters developed by the International Civil Service Commission. The Secretariat should be composed of personnel with diverse views. Cultural aspects, multilingualism and the representation of individuals of various ages and of persons with disabilities should also be taken into account. The updated concept of diversity contained in the report of the Secretary-General on the overview of human resources management reform for the period 2019–2020 and an outlook beyond (A/75/540) did not fully correspond to the framework developed by the International Civil Service Commission.

46. **Mr. Eboa Ebongue** (Cameroon), speaking on behalf of the Group of African States, said that human resources management was essential to the smooth functioning of the Organization. The Group noted the Secretary-General's global human resources reforms for the period 2019–2020 and beyond, and his efforts to inform Member States of the progress of his initiatives in the area.

47. The Organization must ensure that its workforce better represented the diversity of its members, in particular through equitable geographical representation. The General Assembly, in its resolution 71/263, had called for the attainment of equitable geographical distribution in the Secretariat in order to reflect the Organization's multicultural and geographically broad membership. The Group attached great importance to the achievement of equitable geographical representation in accordance with Article 101 of the Charter, which indicated that due regard should be paid to the importance of recruiting the staff on as wide a geographical basis as possible. Regrettably, despite the Group's engagement, no substantial discussion of the issue had taken place at the seventy-fifth session. The Group trusted that the Committee would work to achieve a successful outcome on the matter at the current session.

48. The Group was concerned that senior managers in the Secretariat were far from achieving the target, stipulated in their compacts, of ensuring that 50 per cent of candidates appointed to posts subject to geographical distribution were from unrepresented and underrepresented Member States. The increase in the representation of developing countries must be expedited, particularly at senior levels, in order for the United Nations to reflect the diversity of its Member States.

49. The Group was concerned about the number of vacant posts subject to geographical distribution and the occupancy of such posts by staff without geographical status. The situation adversely affected the already low number of posts subject to geographical distribution pursuant to General Assembly resolution 65/247.

50. With regard to gender balance, further efforts were needed to attract and retain more women staff, particularly from Africa, to work in field operations, where the ratio of women staff to total staff remained relatively low.

51. **Mr. Croker** (United Kingdom) said that the United Kingdom stood firmly with the people of Ukraine and condemned the aggression of the Russian Federation against that country. The Russian Federation must end its violence, withdraw its troops and stop violating international law and the Charter.

52. The greatest asset of the United Nations was its staff; the Organization must have the right people, with the right skills, in the right place, at the right time. The Committee must therefore provide the Secretariat with long-overdue guidance on human resources at the current session.

53. The United Nations workforce must have the skills to respond to contemporary challenges and to implement the Organization's mandates. Modern, fit-for-purpose human resources management was essential to that goal. The Organization would benefit from an updated and mainstreamed approach to mobility that enabled it to harness experience from field and headquarters duty stations, while allowing staff to rotate out of duty stations with the most difficult conditions. Career advancement, incentives and timely implementation were critical aspects of such an approach.

54. A United Nations with a workforce that reflected the people it served was better able to fulfil its mandates. Greater efforts should therefore be made to achieve diversity, including in terms of geography, gender and age. The United Nations should be representative of the global population, with staff that was diverse in terms of

such characteristics as disability status, ethnicity, race, religion, socioeconomic background and sexuality, and should ensure that such staff felt supported in the Organization. Staff should not be hired solely on the basis of years of service and qualifications, but also of their unique experience, skills and competence, in accordance with the Charter.

55. In order for staff to feel motivated, an effective system of performance management, in which incentives were provided for excellence and underperformance was addressed, must be established at all levels. The fact that 99.6 per cent of staff had been rated as exceeding or meeting expectations raised questions about the effectiveness of the current system. Clearer, more inclusive and fit-for-purpose Staff Regulations and Rules would facilitate better and fairer management of staff and help to reduce disputes. A robust and independent system of ethics and discipline, and support for victims, would ensure accountability.

56. **Ms. Jerbou** (Morocco) said that the United Nations required a qualified and diverse workforce in order to fulfil its mandates. Morocco welcomed the Secretary-General's efforts to strengthen human resources management and make it more gender-sensitive, responsive and accountable. The United Nations should have an international workforce that met the highest standards of efficiency, competence and integrity.

57. Her delegation welcomed the comprehensive analysis of recruitment contained in the report of the Secretary-General on the composition of the Secretariat: staff demographics ([A/76/570](#) and [A/76/570/Corr.1](#)). It also welcomed the Advisory Committee's recommendation to ensure equal treatment and recruitment opportunities for internal and external candidates. In addition, Morocco noted with appreciation the Secretary-General's efforts to promote broader geographical representation. Her delegation also acknowledged his efforts to improve women's representation among United Nations staff and was in favour of increasing their representation, including in senior management positions. Morocco commended the work of the Ethics Office to ensure that staff performed their duties in accordance with United Nations values and the highest standards of conduct.

58. **Mr. Kawasaki** (Japan) said that human resources management was a key element of an effective, efficient and inclusive organization, and the United Nations must recruit and invest in highly skilled and motivated staff. Member States must strive to provide the Secretary-General with appropriate guidance in that regard, while fully capitalizing on the discussions on clusters of topics

related to human resources management, as introduced at the seventy-fifth session, and on the more focused discussions of each topic.

59. In order to achieve a more diverse organization in accordance with Article 101 of the Charter, which referred to the importance of recruiting staff on as wide a geographical basis as possible, the long-standing challenge of the underrepresentation or non-representation of some Member States must be addressed; his delegation once again called on the Secretary-General to redouble his efforts to that end. Japan also welcomed the Secretary-General's efforts to achieve gender parity and encouraged him to strengthen such initiatives as the mainstreaming of gender in the field.

60. Japan was concerned about factors that hindered workforce rejuvenation, in particular the imbalance between the number of entry-level Professional posts and the number of senior-level posts in the Secretariat, an imbalance made the Organization increasingly top-heavy. The Secretary-General should make further efforts to rejuvenate the United Nations, bring in fresh ideas, and promote succession planning and agility in the workforce to advance management reform.

61. **Mr. Rong Sicai** (China) said that geographical representation remained a core concern of his delegation. China welcomed the aim, set by the Secretary-General, to ensure that every unrepresented and underrepresented Member State reached within-range status by 2030, and noted the progress made towards equitable geographical distribution between 2016 and 2020, as reflected in his report on the composition of the Secretariat: staff demographics ([A/76/570](#) and [A/76/570/Corr.1](#)). It was nevertheless regrettable that, according to the data for 2022, such progress had slowed, with the number of unrepresented and underrepresented Member States having increased and the level of representation of underrepresented Member States having decreased. In particular, candidates from developing countries were increasingly underrepresented in posts subject to geographical representation. The Secretary-General must put forward robust and targeted policy measures and ensure accountability for their implementation. When filling vacant posts subject to geographical representation, the Organization must give priority to the recruitment of candidates from severely underrepresented Member States in order to achieve equitable geographical representation by 2030.

62. Data analysis formed the foundation of sound policymaking. China thus appreciated the introduction of workforce analytics in the Secretary-General's report

(A/76/570 and A/76/570/Corr.1). His delegation hoped that, in the future, the Secretary-General would provide additional data enabling comparison across categories of staff, take stock of successful practices that had contributed to the progress achieved in recruitment, identify the root causes of persistent challenges in the area of human resources management and propose measures for improvement.

63. **Mr. Vorshilov** (Mongolia) said that the Secretary-General should take all the necessary steps to expeditiously fill vacant posts, especially senior-level posts, subject to equitable geographical distribution. Mongolia trusted that he would strive to ensure that every unrepresented Member State was represented, and to increase the level of representation of as many underrepresented Member States as possible. Mongolia also trusted that the envisaged Geographical Representation Strategy would contain clear, time-bound targets, with indicators of achievement beyond the desirable ranges.

64. His delegation welcomed the increase in the number of women staff in the Secretariat and encouraged further efforts to improve the representation of women, particularly those from unrepresented and underrepresented Member States, at all levels of the Secretariat, in accordance with Article 101 of the Charter. His delegation also welcomed the efforts made to create equal opportunities for candidates from developing countries and supported the Advisory Committee's recommendation concerning the provision, in the next overview report on human resources management, of an analysis of the impact of the targeted outreach activities conducted by the Secretariat. Mongolia commended the Secretary-General on his efforts to improve human resources management and strengthen the accountability system and internal anti-corruption measures.

65. **Ms. Valles** (Philippines) said that the Philippines was grateful to the Secretary-General for his efforts to strengthen human resources management. The current part of the resumed session was more critical than ever, despite the lack of consensus reached on the topic of human resources management in recent years.

66. Her delegation welcomed the increase in the overall number of Secretariat staff by 0.7 per cent from 2019 to 2020, an increase driven by the inclusion in the Secretariat of 609 staff from the resident coordinator system as a result of the Secretary-General's development system reforms. She hoped that improvements in human resource mobilization in the resident coordinator system would continue to increase the Organization's relevance to countries' development

needs and to ensure a coherent response to such challenges as the COVID-19 pandemic.

67. The Philippines attached great importance to an inclusive workforce. It acknowledged the progress made towards gender parity, especially in senior-level positions, as well as the launch of a talent pool to better leverage women's talent in the United Nations common system. Her delegation looked forward to receiving updates on such initiatives, in particular on their performance and outcomes. The Secretary-General must foster the development of a world-class international workforce that reflected gender balance, including by promoting gender parity both at Headquarters and in the field. Her delegation noted that the proportion of women staff in peacekeeping operations and special political missions had increased by 0.1 percentage points from 2019 to 2020, having reached 24.3 per cent as at 31 December 2020. That level of participation could be further enhanced, in accordance with Article 101 of the Charter. The Philippines supported efforts to increase women's participation in the field and looked forward to receiving updates on the initiatives taken to recruit, retain and promote the role of women peacekeepers.

68. Her delegation gave priority to protecting the rights of persons with disabilities. It supported the United Nations Disability Inclusion Strategy, through which the Secretary-General aimed to achieve equality for persons with disabilities and foster an inclusive culture. She looked forward to receiving updates on the Strategy, in particular aspects related to employment policies and initiatives to attract, recruit and retain persons with disabilities. The Secretary-General should take more specific steps to ensure diversity among United Nations interns and to ensure a conducive and non-hostile work environment, with coherent quality standards and mechanisms to prevent harassment.

69. **Mr. Lui** (United States of America) said that, since assuming office, the Secretary-General had advanced reforms aimed at increasing the Organization's effectiveness, transparency and accountability. United Nations personnel were essential to those reforms, demonstrating their commitment to the Organization's objectives while addressing the world's most significant problems. Their determination, innovation and flexibility were to be commended. One of the greatest challenges faced by the United Nations in its history had been the unprovoked and unjustified aggression of the Russian Federation, which had killed thousands of innocent civilians and forced over two million Ukrainians to flee their country. As stated by the General Assembly in its resolution [ES-11/1](#), that aggression constituted a violation of the Charter.

70. The discussions on human resources reform were inextricably linked to the situation in Ukraine, as it was by attracting, retaining and fostering the potential of a diverse global staff that the United Nations was best able to address crises. The United States therefore supported the Secretary-General's efforts to build a results-focused and fully integrated human resources management system that was capable of anticipating and reacting to fast-paced global developments. The Organization should continue to empower managers to make operational decisions while fostering a culture of accountability and agility. The United States also welcomed the Secretary-General's efforts to enhance talent management under the authority entrusted to him. At the current session, the Committee must reach an agreement on human resources management issues, including the Secretary-General's pragmatic proposals to enhance the independence of the Ethics Office. United Nations personnel, in particular those serving in challenging environments, were highly valuable; they must therefore be provided with the tools and mandates to address contemporary challenges.

71. **Mr. Kalugin** (Russian Federation) said that the Russian Federation rejected the false accusations related to the special military operation in Ukraine. The Russian Federation had repeatedly expressed its position on that issue in the Security Council and the General Assembly. The Chair should remind the Committee to focus on administrative and budgetary matters, as prescribed by its mandate, and to reserve political discussions for other platforms.

Agenda item 136: Review of the efficiency of the administrative and financial functioning of the United Nations (*continued*)

Accountability system in the United Nations Secretariat (A/76/644 and A/76/728)

72. **Mr. Monier** (Director, Business Transformation and Accountability Division), introducing the eleventh progress report on accountability: strengthening accountability in the United Nations Secretariat (A/76/644), said that, throughout 2021, the Organization had remained focused on strengthening accountability at all levels of the Secretariat in order to ensure effective mandate fulfilment. As the new management paradigm took root, senior managers were being empowered to implement their mandates transparently, responsibly and accountably. For its part, the Secretariat remained committed to being transparent, responsible and accountable in its stewardship of the resources of the Organization and to fulfilling its mandates. That required continuous reinforcement of the principle of accountability and assurance of the effectiveness of

internal control mechanisms and mandated oversight activities.

73. The enhancement of the accountability framework for monitoring the delegation of authority had been a priority during 2021. The key performance indicators in that regard had been revised and expanded, and the phased implementation of the indicators had continued. The first statement on internal control had been signed by the Secretary-General in May 2021 and published on the United Nations website in all official languages. Based on the self-assessment questionnaire on 2020 operations and key performance indicators distributed to heads of entities, as well as the recommendations of internal and external oversight bodies, the statement had confirmed the efficacy of internal controls. No significant issues had been found, while opportunities for improvement had been identified in some areas.

74. The Ethics Office had held the annual Leadership Dialogue for 2021 under the theme "Accountability system in the United Nations Secretariat: How do we understand and make it work?". The Values and Behaviours Framework had been introduced in order to guide the development of relationships in the Organization, ensure that staff performed their work accountably and help them navigate their daily experience at the United Nations. The Department of Operational Support had continued to enhance the performance of senior leadership, providing heads of entities and their senior leadership teams with training on organizational governance and resource stewardship.

75. Section II of the report gave an overview of progress, including progress on enhancing the culture of accountability in the Secretariat and reinforcing the six components of the accountability system. The action taken in that regard included advancing the implementation of results-based management, strengthening enterprise risk management and evaluation, and addressing conduct and discipline issues from the point of view of prevention, enforcement and remedial action. Sections III and IV of the report contained conclusions and recommendations. Lastly, the report's annexes indicated the status of implementation of resolutions on administrative and budgetary matters adopted by the General Assembly at its seventy-fifth session; provided a summary of progress in the implementation of results-based management; and indicated the cumulative rate of implementation of oversight body recommendations issued since 2010.

76. The Secretariat had made steady progress in reinforcing accountability as a central pillar of effective and efficient management. It was committed to working with all stakeholders in a process of continuous

improvement in 2022 and beyond. In that connection, it looked forward to receiving the Committee's advice.

77. **Mr. Bachar Bong** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the related report of the Advisory Committee (A/76/728), said that the efforts made to establish a deeply rooted and sustainable organizational culture of personal and institutional accountability in the Secretariat should continue. The accountability system must be anchored in the definition of accountability set out in General Assembly resolution 64/259. That system played a central role in reform efforts and organizational, administrative and operational changes.

78. The performance of senior managers and of staff at all levels was closely linked to the implementation of the Secretariat's mandated activities, and senior managers' compacts and staff members' workplans should be aligned with approved programme activities arising from established mandates. There was thus a need to expand the Organization's results-based principles and to establish a three-pronged approach comprising results-based management, results-based budgeting and results-based performance.

79. It was necessary to define individual accountability, as well as situations in which responsibility was shared between Headquarters and field locations, in particular during transitional periods such as the establishment or liquidation of field missions, and before the arrival or after the departure of heads of mission. The Advisory Committee thus recommended that the General Assembly request the Secretary-General to provide specific proposals in that regard. The Advisory Committee had also made recommendations relating to documentation.

80. **Mr. Ajmal** (Pakistan), speaking on behalf of the Group of 77 and China, said that accountability was central to the viability and efficiency of any organization, as it enabled Member States to determine whether General Assembly decisions were fully implemented. The Group would therefore engage constructively in the Committee's deliberations on the accountability system, paying particular attention to the contribution of reforms to enhancing accountability.

81. The Group acknowledged the information provided, in the Secretary-General's report (A/76/644), on the status of implementation of General Assembly resolutions on administrative and budgetary matters, the implementation of results-based management, and the use and impact of information concerning the performance of the Organization. While recognizing the efforts made to increase accountability and efficiency by

strengthening the various components of the accountability system, the Group was of the view that future progress reports should focus more on practical steps taken to encourage institutional and personal accountability.

82. In the face of the current financial constraints, the Secretary-General must continue to strengthen internal controls within the accountability system by monitoring expenditure continuously, in order to implement agreed mandates and programmes fully. The Group also welcomed further data and analysis relating to specific aspects of supply chain management, in particular procurement in the Secretariat. Specifically, it welcomed detailed information on procurement innovations such as the project to introduce electronic tendering, together with the financial implications and benefits of such innovations, and on efforts made to reach out to vendors that did not have access to the procurement system.

83. While acknowledging the steps taken to promote business opportunities for vendors from developing countries, including least developed countries, and from countries with economies in transition, the Group believed that the Secretary-General should explore additional innovative ways to promote and sustain procurement from such countries. The United Nations Procurement Manual should also be translated into all official languages as soon as possible, given the importance of the equality of those languages. The Group would seek further information on the suspension of the review of the management and administration of the Food and Agriculture Organization by the Joint Inspection Unit (JIU), following a request for deferral from the Director General of the Organization. That review should be resumed in 2022. Lastly, the Group reiterated its strong support for an effective and efficient accountability system embedded in the working habits of United Nations staff at all levels.

84. **Mr. Ammann** (Switzerland), speaking also on behalf of Liechtenstein, said that the two delegations fully supported the Secretary-General's vision of management reform and transformation of the management paradigm in the Organization, including delegation of authority. The General Assembly, in its resolution 72/266 A, had pointed to accountability as a central principle of management reform. While accountability must begin with senior officials, who should lead by example, it was ultimately the concern of all staff, who must be given the power to work in the most optimal manner. Switzerland and Liechtenstein firmly supported a strong system of delegation of authority backed by a functioning accountability system.

85. The two delegations welcomed the Secretary-General's efforts to establish a stronger and more effective accountability system. They noted the progress made, encouraged the Secretary-General and his staff to continue to strengthen accountability, and looked forward to receiving further information on the impact of such efforts in future progress reports. In that connection, they welcomed the description of expected next steps, including the strengthening of the system of delegation of authority. As internal and external control were vital to a properly-functioning accountability system, Switzerland and Liechtenstein welcomed the work of OIOS, the Board of Auditors, JIU and the Independent Audit Advisory Committee. The two delegations looked forward to the results of the JIU and OIOS evaluations of the accountability system currently under way and were confident that they would help to guide the development of a more relevant, efficient and effective system. Lastly, one important element of accountability was the timely availability of documentation, as that enabled Member States to exercise their own responsibility within the accountability system promptly and effectively.

Agenda item 136: Review of the efficiency of the administrative and financial functioning of the United Nations (*continued*)

Agenda item 146: Report of the Office of Internal Oversight Services (*continued*)

Agenda item 144: Joint Inspection Unit

Supply chain activities in the United Nations Secretariat (A/75/551 and A/75/551/Add.1; A/76/139, A/76/595, A/76/613 and A/76/722; JIU/REP/2019/9)

86. **Mr. Saunders** (Assistant Secretary-General for Supply Chain Management of the Department of Operational Support), introducing the report of the Secretary-General on supply chain activities in the United Nations Secretariat (A/76/613), said that the report had replaced the previous biennial report of the Secretary-General on procurement activities in the United Nations Secretariat, the most recent of which (A/73/704) had been issued in 2019. As a result of the implementation of the Secretary-General's management reforms in January 2019, procurement was now seen as a key component of a broader set of functions that supported Secretariat entities in fulfilling their mandates by ensuring the availability of the right goods and services at the right place, the right time, the right quality and the right cost. The goal of the present report (A/76/613) was to provide Member States with a transparent view of supply chain activities and trends in

the period since the initiation of the management reforms, of key elements of the framework for such activities and of major priorities in that regard for the coming years. The report contained details concerning the organization of the integrated supply chain and the ways in which the Office of Supply Chain Management collaborated with and supported its clients.

87. Supply chain activities had been critical to the Secretariat's response to the COVID-19 pandemic, which had immediately tested the resilience, innovation and flexibility of the new integrated structure. The Office had sourced and delivered life-saving medical equipment, diagnostic tools, consumables, vaccines and other essential goods and services in an environment of extremely scarce supply and intense competition, demonstrating the advantages of the integrated supply chain. During the pandemic response, the Office's regular work, which represented the largest and most complex supply chain operations in the United Nations system, had continued amid unprecedented global supply chain disruptions. Procurement expenditure in 2020 had totalled \$2.7 billion, with the most significant categories of expenditure being information and communications technology (ICT), air transport, food and catering, fuel, and building and construction. Given the high level of spending, the Office had given priority to the implementation of category management, through which it, either alone or in partnership with other stakeholders, provided clients with market-specific strategies for sourcing goods and services in each major category. Category management informed much of the Office's work, starting with planning, during which the Office now had a consolidated view of global demand that enabled it to identify the most appropriate sourcing solutions. Those solutions were underpinned by a commitment to diversifying the vendor base by increasing the share of procurement from developing countries and countries with economies in transition.

88. The delegation of procurement authority to heads of entity, in accordance with the Secretary-General's reforms, had resulted in a nimbler Secretariat and enabled the Office to focus on the delivery of key strategic goods and services with high costs and complexity. The Business Transformation and Accountability Division of the Department of Management Strategy, Policy and Compliance monitored the delegation of such authority for compliance with relevant requirements and for risk management purposes. Under the supply chain framework, renewed emphasis was also placed on partnerships and cooperation throughout the United Nations system.

89. In the future, the Office would pursue initiatives such as the transition to a circular supply chain, the revitalization of the concept of strategic deployment stocks, the improvement of inventory management and asset optimization, the rationalization of contract management, the enhancement of the delivery of engineering support services, and the mainstreaming of requests for proposals for aviation services. There were also opportunities for increased process automation, digitalization and integration throughout the supply chain and in uniformed personnel management. The Office would strive to better align its activities with peacebuilding and the 2030 Agenda for Sustainable Development, supporting its clients in implementing their mandates through the provision of effective, innovative, efficient and responsible solutions. It would also seek to mitigate any negative consequences of its activities and to contribute positively to local communities through infrastructure development, including by supporting renewable energy, capacity-building, business partnerships and the transfer of skills.

90. **Mr. Bachar Bong** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the related report of the Advisory Committee ([A/76/722](#)), said that, while acknowledging that the Secretary-General's report ([A/76/613](#)) contained a comprehensive overview of the activities of the Office of Supply Chain Management, the Advisory Committee saw merit in increased provision of data and analysis related to specific aspects of supply chain management, in particular procurement in the Secretariat. The Advisory Committee therefore recommended that the General Assembly request the Secretary-General to submit his report on supply chain activities on an annual basis, with an adequate level of detail and analysis, and an emphasis on procurement activities in the Secretariat.

91. The Advisory Committee trusted that additional information on the initiatives, referred to in the Secretary-General's report ([A/76/613](#)), to improve the efficiency and effectiveness of the supply chain would be provided during the consideration of that report by the General Assembly. The Advisory Committee also recommended that the Assembly request the Secretary-General to provide, in his next report, detailed information on new initiatives, including their benefits and financial implications.

92. The Advisory Committee was concerned by the low level of cooperation and harmonization in supply chain activities system-wide, in particular in procurement. The Advisory Committee recommended that the General Assembly request the Secretary-General to conduct an assessment of opportunities and

challenges in that regard, including in the context of the United Nations System Chief Executives Board for Coordination (CEB), while ensuring respect for the procurement principles of the Secretariat, in particular the principle of best value for money, and to provide information on the progress made in his next report.

93. The Advisory Committee noted that the overall trends for reduced spending in 2020 and 2021 had been driven essentially by the pandemic and the changing landscape of peacekeeping, including the liquidation and downsizing of missions. The Advisory Committee trusted that the Secretary-General would provide, in his future reports, a more detailed examination of trends in spending, including an analysis of demand and explanations of the observed changes, as well as justifications for increases under major commodities such as ICT.

94. Acknowledging the Secretary-General's outreach efforts, which had expanded beyond business seminars to include activities related to multilingualism and the promotion of women-owned and disability-inclusive businesses, as well as engagement with local chambers of commerce and other relevant organizations, the Advisory Committee trusted that updated information on the results of such efforts would be included in his next report. The Advisory Committee recommended that the General Assembly request the Secretary-General to provide, in his next report, detailed information on, and the results of, the expanded set of key performance indicators related to delegation of decision-making authority and the revised instrument relating to the delegation of procurement authority, to be rolled out in 2022, together with relevant lessons learned. The Advisory Committee also recommended that the Assembly request the Secretary-General to provide, in his next report, detailed information on the transition to a circular supply chain and on the strategic assets management framework, including on funding lines, financial implications, efficiency gains and cost recovery.

95. *Mr. Ammann (Switzerland), Vice-Chair, took the Chair.*

96. **Ms. Ndiaye** (Under-Secretary-General for Internal Oversight Services), introducing the report of OIOS on the audit of implementation of post-employment restrictions for staff involved in the procurement process ([A/76/139](#)), said that the report addressed the effectiveness of the implementation of the Secretary-General's bulletin on post-employment restrictions ([ST/SGB/2006/15](#)), whereby staff members involved in procurement processes were prohibited from seeking or accepting employment or any form of compensation or

financial benefit from a United Nations contractor or vendor during, or for a defined period after, their service. Strong preventive controls, including training and other awareness-raising activities, were needed in order to apprise staff of the bulletin's provisions and to help them meet its objectives. However, controls implemented in that regard had been ineffective because of inadequate processes and a lack of data on staff involved in procurement. Moreover, the bulletin did not contain definitions of key terms that would clarify the scope of its application and limit that scope to a core group of staff based on a risk assessment. The Office had made five recommendations, including on the revision of the Secretary-General's bulletin in order to clarify its applicability and the procedures for reporting violations. Those recommendations were being implemented.

97. Introducing the report of OIOS on the audit of demand and source planning for peace operations ([A/76/595](#)), she said that such audits had been conducted at United Nations Headquarters and in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Interim Security Force for Abyei (UNISFA), the United Nations Disengagement Observer Force (UNDOF), the United Nations Peacekeeping Force in Cyprus (UNFICYP) and the United Nations Interim Force in Lebanon (UNIFIL). Through the audits, OIOS had assessed the adequacy and effectiveness of activities and information management systems aimed at developing demand and source plans as part of supply chain management. Field missions had made progress in developing demand plans, enabling the Department of Operational Support to improve the visibility of their requirements for goods and services. However, those plans were, as yet, neither realistic enough to serve as the basis for budget proposals nor granular enough to be effectively used for acquisition and delivery planning and for category management. The fact that missions made many purchases at the end of the year and did not make optimal use of internal sourcing options and system indicated a need for further improvement. OIOS had made nine recommendations to the Department of Operational Support. It had made 16 recommendations to the six field missions, 14 of which were still being implemented.

98. **Mr. Achamkulangare** (Joint Inspection Unit), speaking via video link to introduce the report of JIU entitled "Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations"

([JIU/REP/2019/9](#)), transmitted to the General Assembly by means of a note by the Secretary-General ([A/75/551](#)), said that JIU had conducted its first full review of outsourcing in 1997, followed by a partial review in 2002. In the present review, conducted in 2019, JIU provided a comprehensive picture of the status of external outsourcing in United Nations entities, demonstrating that, between 2012 and 2018, outsourcing expenditure for the 23 participating organizations had amounted to \$22.4 billion, an average of a little over \$3 billion per year, and was steadily increasing. In the review, JIU had examined outsourcing-related mandates, policies, guidelines and oversight reports in order to assess the strengths, weaknesses, opportunities and risks associated with external outsourcing. It had also suggested ways to improve the conduct, management, governance, accountability and oversight of such outsourcing.

99. Entities should make greater efforts to distinguish outsourcing from procurement. A number of new services had become subject to external outsourcing in recent years, including ICT services, the conduct of surveys and media coverage of the official travel of executive heads. Entities should improve decision-making on outsourcing by performing systematic cost-benefit analyses, managing risks, improving vendor selection processes and post-award contract management, and strengthening internal coordination. They should also enhance the capacities of contract managers and business process owners by providing them with dedicated training, and should engage in inter-agency cooperation and coordination. Regular monitoring and reporting, legislative supervision and an increased focus on external outsourcing among oversight bodies were also important.

100. To tackle the challenges identified, JIU had made seven formal recommendations, one of which was addressed to the legislative organs and governing bodies, and six of which were addressed to executive heads. Specifically, it had recommended that, by the end of 2022, annual reports on procurement include a subsection on expenditure for services rendered by commercial service providers. JIU had also made 43 informal recommendations. It noted the comments made by CEB on its report ([JIU/REP/2019/9](#)), as contained in the note by the Secretary-General ([A/75/551/Add.1](#)), and appreciated that organizations welcomed its findings. JIU also appreciated the support of CEB for the recommendations addressed to executive heads. With regard to the preference of CEB that the implementation deadline for certain recommendations be postponed from the end of 2021 to the end of 2023, it should be noted that the report of JIU had been

published during the second quarter of 2020, leaving ample time for entities to implement the recommendations by the end of 2021. Moreover, a more flexible time frame might serve as a disincentive for entities that were otherwise eager to implement the recommendations without delay. He hoped that the General Assembly would call on organizations to implement the recommendations of JIU.

101. **The Chair** drew attention to the comments of the Secretary-General and CEB on the report of JIU ([JIU/REP/2019/9](#)), as contained in the note by the Secretary-General ([A/75/551/Add.1](#)), and to the related statement of the CEB secretariat, which would be made available on the Fifth Committee website following the current meeting.

102. **Mr. Kalugin** (Russian Federation), speaking on behalf of Eurasian Economic Union and, in addition, Tajikistan, Turkmenistan and Uzbekistan, said that the improvement of procurement in the Secretariat was a continuous process. The Secretary-General's proposals to ensure accountability and transparency in competitive bidding were welcome, as they would help suppliers of goods and services to better understand the logic underlying the Organization's procurement decisions and to compete among themselves more effectively. Bidding should be conducted in accordance with the general procurement principles of best value for money; fairness, integrity and transparency; effective international competition; and the interest of the United Nations, as set forth in financial regulation 5.12.

103. He trusted that the next report of the Secretary-General on supply chain activities would take into account the Advisory Committee's recommendations, in addition to being more detailed and analytical. As recommended by the Advisory Committee, the Secretary-General should prepare a detailed report on environmentally friendly and sustainable procurement and its potential impact on the diversification of vendors and international competition, in particular among developing countries and countries with economies in transition. Also as recommended by the Advisory Committee, the Secretary-General should provide, in his next report, a detailed comparative analysis of the advantages and disadvantages of the use of the invitation to bid and request for proposal methodologies, as requested by the General Assembly in its resolution [69/273](#). Any discussion of expanding the use of the request for proposal methodology was premature, given the lack of such an analysis and the General Assembly's request, in its resolution [73/268 B](#), that the Secretary-General not implement the Board of Auditors' recommendations concerning the full implementation of that methodology, as set forth in

volume II of its reports to the General Assembly at its seventy-third session ([A/73/5 \(Vol. II\)](#)).

The meeting rose at 12.25 p.m.