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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VIII

Common support services

Section 29B

Department of Operational Support

Programme 25

Management and support services

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

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

Strategy and external factors for 2025

- 29B.2 For 2025, the Department will enable effective mandate delivery through the provision of operational support. To implement its programme, the Department will work with client entities to define requirements and co-create solutions in the areas of end-to-end supply chain management, uniformed personnel support, human resources, diverse training services, business process improvement and medical and occupational health and safety, as well as information and communications technology solutions through the Office of Information and Communications Technology. It will, in exceptional cases, exercise delegated authority on behalf of clients across the Secretariat.
- 29B.3 The Department will work to deliver holistic support solutions in complex operating environments. This will involve enhancing agility to respond to escalated situations, strengthened institutional and operational cooperation with regional organizations and ensuring that the Secretariat's presence does not pose environmental risks and leaves a positive legacy in host countries and communities.
- 29B.4 The Department will ensure that its support meets the needs of a diverse client base. This includes improved delivery of supply chain solutions utilizing a variety of tools, including scenario planning exercises. It also entails streamlining interactions between Headquarters and the field on support issues, strengthening governance of client service and enhancing effective application of delegation of authority.
- 29B.5 The Department will also continue to improve service delivery through technology and skills and by further embedding a client-centric culture. This will be focused on process improvement, improved operational performance management and standardization of operational processes, as well as ongoing work to embed a client-centric environment and culture across the Department.
- 29B.6 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will reinforce its collaboration with Member States and regional organizations, including through capacity-building activities, knowledge exchange and functional arrangements in diverse areas of operational support, in order to achieve the scale and effectiveness needed to address complex challenges.
- 29B.7 With regard to inter-agency coordination and liaison, the Department will strengthen the Secretariat-wide service delivery architecture, enhancing operational integration where feasible. The Department will continue to address the issue of mutual recognition and seek collaboration opportunities and synergies in the spirit of One United Nations.
- 29B.8 With regard to external factors, the Department considered applicable risks identified in its risk register and, accordingly, the overall plan for 2025 is based on the following planning assumptions:
- (a) Supply chain disruptions will not impact effective and efficient supply chain solutions to client entities;

- (b) Requirements for crisis response and liquidation processes will not exceed the Department's capacity to respond, including with regard to repatriation of contingent-owned equipment.
- 29B.9 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, activities will include camp design methodologies, improvements in the area of women's health, staffing initiatives such as the senior women talent pipeline, and advice to field entities, upon request, to enable them to meet targets related to gender equality. In order to encourage a more equitable approach to the Organization's supply chain, the Department will continue to strengthen outreach and training for vendors, including for women-owned businesses.
- 29B.10 In line with the United Nations Disability Inclusion Strategy, the Department will support efforts to improve accessibility for persons with disabilities to the United Nations premises, including the planned renovation of the DC-2 building.

Legislative mandates

- 29B.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

72/266 A ; 72/266 B ; 73/281 ; 77/267	Shifting the management paradigm in the United Nations	78/253	Special subjects relating to the proposed programme budget for 2024
76/274	Cross-cutting issues	78/254 A–C	Programme budget for 2024
78/252	Questions relating to the proposed programme budget for 2024		

Subprogramme 2

Supply chain management

Component 1

Integrated supply chain management

General Assembly resolutions

69/273	Procurement	77/309	Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
77/290 ; 77/290 B	Financing of the United Nations Interim Security Force for Abyei	77/311	Financing of the United Nations Interim Administration Mission in Kosovo
77/291 ; 77/291 B	Financing of the United Nations Disengagement Observer Force	77/313	Financing of the United Nations Interim Force in Lebanon
77/292 ; 77/292 B	Financing of the United Nations Mission in South Sudan	77/314	Financing of the United Nations Mission for the Referendum in Western Sahara
77/307	Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	77/315	Financing of the activities arising from Security Council resolution 1863 (2009)
77/308	Financing of the United Nations Peacekeeping Force in Cyprus	78/250	Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

Component 2

Uniformed capabilities support

General Assembly resolutions

50/222	Reform of the procedures for determining reimbursement to Member States for contingent-owned equipment	67/261	Report of the Senior Advisory Group established pursuant to General Assembly resolution 65/289 to consider rates of reimbursement to troop-contributing countries and other related issues
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Section 29B Department of Operational Support

72/285	Rates of reimbursement to troop- and police-contributing countries	77/303	Triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment
76/275	Post-traumatic stress disorder framework		
76/276	Rates of reimbursement to troop- and police-contributing countries	77/304	Support account for peacekeeping operations

**Component 3
Special activities**

Security Council resolution

[2719 \(2023\)](#)

Deliverables

29B.12 Table 29B.1 lists all cross-cutting deliverables of the programme.

Table 29B.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
Meetings of the:				
1. Fifth Committee	1	1	1	1
2. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Committee for Programme and Coordination	1	1	1	1
4. Special Committee on Peacekeeping Operations	1	1	1	1
E. Enabling deliverables				
Administration: six meetings of the Management Client Board.				

Evaluation activities

- 29B.13 The evaluation of the generic job opening forecasting methodology based on the analysis of data relating to roster health, conducted by the Department and completed in 2023, has guided the proposed programme plan for 2025.
- 29B.14 In response to the results of the evaluation referenced above, the Department will strengthen the capacity of its clients by providing more refined and robust roster analysis and fact sheets to enable them to prioritize their needs and forecast upcoming requirements.
- 29B.15 The following evaluations are planned for 2025:
- (a) An evaluation conducted by the Department of the Uniformed Capacities Management system (subprogramme 3, component 2);
 - (b) Joint evaluation conducted by the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and the Office of Information and Communications Technology on information and communications technology security.

Programme of work

Subprogramme 1 Support operations

Component 1 Human resources support

Objective

- 29B.16 The objective, to which this component contributes, is to strengthen the human resources capacity of all Secretariat entities, enable improved, simplified human resources processes and offer the Organization talented and diverse staffing pools.

Strategy

- 29B.17 To contribute to the objective, the component will:
- (a) Support Secretariat entities in the exercise of delegated authority in the area of human resources, including through:
 - (i) Specialized advisory support and guidance to human resources business partners across the Secretariat, including on dispute prevention and resolution, non-staff capacities and other entity-specific operational human resources needs;
 - (ii) Active engagement and regular analysis of support requests, with a view to communicating required policy changes to the Department of Management Strategy, Policy and Compliance on the basis of client needs;
 - (iii) Simplification and digitization of human resources processes, tools and procedures, such as recruitment, onboarding, testing and examination services, non-staff capacities and workforce planning, in cooperation with the Office of Human Resources and the Office of Information and Communications Technology;
 - (b) Offer high-quality and diverse pools of candidates by managing rosters across all job families;
 - (c) Administer the young professionals programme.
- 29B.18 The above-mentioned work is expected to result in:
- (a) Secretariat entities accountably, effectively and efficiently exercising their delegated human resources authority in support of their mandates;
 - (b) Increased efficiencies and measurable reductions in delays and redundancies in human resources processes;
 - (c) Strengthened capacity for the timely identification and recruitment of candidates and talent that are the best fit.

Programme performance in 2023

Field missions complete human resources aspects of restructuring and downsizing including transition and eventual closure

- 29B.19 The subprogramme provided extensive support to field missions during the downsizing, transition and liquidation process, including serving as the Staff-Management Group secretariat and assisting with all aspects of operational implementation of the downsizing policy, such as mitigating measures, supporting communications efforts, data clean-up and advisory and legal support.

With respect to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS), the subprogramme was involved in all aspects of the drawdown process, providing expanded support in key areas where field missions were lacking resources and capacities, including liaising with the Department of Management Strategy, Policy and Compliance for guidance on the downsizing policy ([ST/AI/2023/1](#)) issued in January 2023. This support will be extended to other entities affected by restructuring, downsizing and drawdown in 2024.

29B.20 Progress towards the objective is presented in the performance measure below (see table 29B.2).

Table 29B.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
—	—	Successful transition and closure of field missions in line with the policy framework

Planned results for 2025

Result 1: improved young professionals programme

Programme performance in 2023 and target for 2025

- 29B.21 The subprogramme's work contributed to Member States and candidates benefiting from improvements in talent outreach and the examination process, through candidate screening process simplifications and a change in the hosting of the testing platform, yielding a reduced timeline for the examination cycle, which met the planned target. In addition, various infographics were created and "young professionals programme success stories" were added to the United Nations Careers portal to promote the programme.
- 29B.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.3).

Table 29B.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
At least 50 per cent of appointed young professionals programme candidates are from unrepresented/underrepresented countries	Member States and staff contribute to the comprehensive evaluation study of the young professionals programme	Member States and candidates benefit from the implementation of improvements suggested in the study in the areas of talent outreach in the examination process, placements, reassignments and career support	At least 55 per cent of appointed young professionals programme candidates are from unrepresented/underrepresented countries	At least 65 per cent of appointed young professionals programme candidates are from unrepresented/underrepresented countries
Positive results obtained in relation to gender parity in the newly established rosters		Stakeholders benefit from improved communications and guidance		

Result 2: Secretariat entities engage in workforce planning and organizational design**Programme performance in 2023 and target for 2025**

- 29B.23 The subprogramme's work contributed to clients having access to an organizational design guide to enable decision-making on how the entity should be structured and functioned to achieve its goals, which met the planned target. The subprogramme's work also contributed to clients having access to dedicated briefing sessions on workforce capabilities, to be able to progressively incorporate the priority workforce capabilities, which did not meet the planned target of clients having access to the workforce capabilities toolkit. The target was not met owing to reprioritization of the component's work and consequent postponement of the issuance of the toolkit until 2024.
- 29B.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.4).

Table 29B.4

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Clients have access to the workforce planning nationalization guide and learning opportunities through online workforce planning course	Clients have access to overview of entry level positions to guide utilization of P-1 and P-2 and guidance on rejuvenation of the workforce	Clients have access to the workforce capabilities briefing sessions to be able to progressively incorporate the priority workforce capabilities, (e.g., data analytics and management, digital transformation and innovation). Clients have access to an organizational design guide to decide how the entity should be structured and function in order to achieve its goals	Clients have access to dedicated workshops on the workforce capabilities in order to address their specific workforce needs	Clients have access to, and utilize, data-driven roster health analysis to forecast their upcoming requirements
Workforce planning and organizational design network established, with 45 client entities represented	Clients have increased opportunities to share best practices in the workforce planning and organizational design network, with 59 client entities represented			

Result 3: improved performance management across the Secretariat**Proposed programme plan for 2025**

- 29B.25 The subprogramme provides guidance and operational support to client entities on the full range of human resources decision-making, including in the area of performance management, with a view to maximizing staff potential, fostering a culture of continuous improvement, and improving organizational effectiveness and individual accountability.

Lessons learned and planned change

- 29B.26 The lesson for the subprogramme, based on the increasing number of performance management support requests from clients, was the need to enhance client entities' capacity to manage performance, in particular on addressing underperformance and on conflict prevention. In applying the lesson, the subprogramme will design a "train-the-trainers" programme for human resources personnel from client entities across the Secretariat, enabling them to provide consistent training, guidance and advice to staff with supervisory responsibilities on various aspects of performance management, including development of workplans, providing feedback, addressing underperformance and resolving conflict.

The subprogramme will also provide more dedicated operational support to client entities, upon request, to address issues of greater complexity.

29B.27 Expected progress towards the objective is presented in the performance measure below (see table 29B.5).

Table 29B.5
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
—	—	Managers and human resources practitioners in 48 client entities gain capacity and understanding on the different stages of the performance cycle and their responsibilities at each stage	Human resource personnel in client entities utilize “train-the-trainers” programme to enhance managers’ capacity in the area of performance management	Managers are empowered to better manage performance and respond to issues related to performance management through guidance, briefings and training

Deliverables

29B.28 Table 29B.6 lists all deliverables of the component.

Table 29B.6
Subprogramme 1, component 1: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: advice and guidance to Secretariat entities on all human resources issues, including escalation to the Department of Management Strategy, Policy and Compliance regarding authoritative policy interpretation, when necessary; non-staff administration and recruitment improvements; advice on attaining targets related to gender equality; talent programmes focused on field mission recruitment (e.g. senior women talent pipeline); examinations and tests, including the competitive examination for language positions for approximately 5,000 candidates, the young professionals programme for approximately 2,000 candidates and the language proficiency examination for approximately 6,000 candidates; placement of approximately 60 young professionals programme roster candidates and reassignment of young professional staff members after their initial two years of service; roster assessment and schedule determination for refreshing rosters across 23 job families; updated procedures and tools for the recruitment of national staff in field missions; guidance packages, advice and capacity-building on human resources delegation of authority, performance management, non-staff administration, workforce planning, organizational design and roster management to facilitate the human resources planning process for all Secretariat entities; tools in the Inspira talent management platform; official status files in largely digital format for the efficient administration of peacekeeping personnel and towards a Secretariat-wide personnel records management system; and enhanced Umoja functionalities in support of human resources processes globally.

Component 2 **Capacity development and operational training**

Objective

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

Strategy

29B.30 To contribute to the objective, the component will:

- (a) Develop, design and deliver diverse training and capacity-development services in partnership with Secretariat entities, focused on operational needs, as well as enhance knowledge management and strengthen the effectiveness of operational capacities through support for standardization and process improvement initiatives, incorporating linguistically diverse delivery modalities, where possible;
- (b) Develop, design and deliver training programmes on various operational areas, systems and processes, including governance improvement, administration, support areas and Umoja, with an emphasis on eLearning and change management techniques, where appropriate;
- (c) Expand the range and content of training programmes and learning resources to improve multilingualism.

29B.31 The above-mentioned work is expected to result in:

- (a) Stronger organizational governance by senior leadership teams, as well as better trained and empowered staff to support operational decision-making, resource management and improved operational processes;
- (b) Knowledge management and learning management platforms reaching the widest possible spectrum of day-to-day practitioners across the Secretariat and strengthened awareness and competence with regard to resource stewardship and other operational responsibilities;
- (c) Greater linguistic proficiency and diversity and improved communication capacities across the Secretariat in support of multilingualism.

Programme performance in 2023

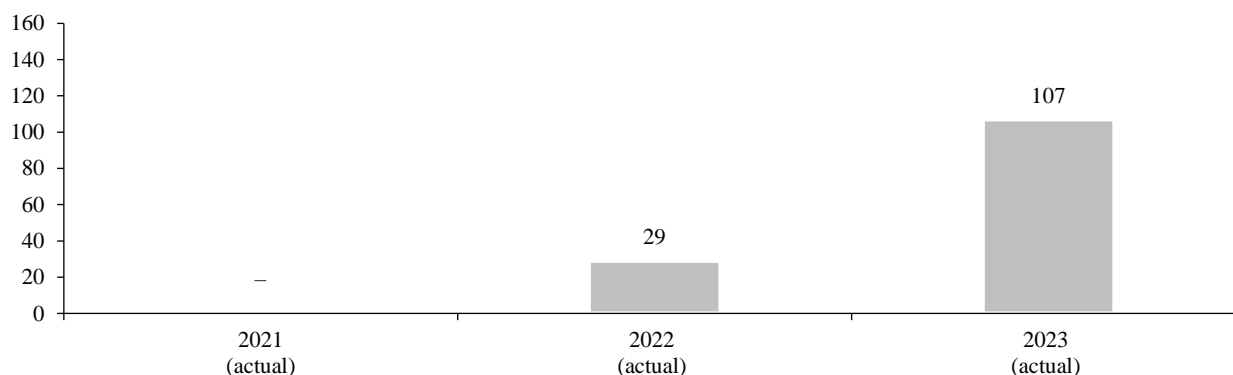
More collaborative approach to developing operational guidance

29B.32 In response to feedback on the traditional guidance consultation process from various entities, the component undertook a business process improvement initiative to streamline and conduct efficiently operational guidance consultation processes and increase the participation of all respective operational components in guidance development. Following a scoping exercise and discussions with stakeholders, the component commissioned the development of a custom application that enables hundreds of staff members across the globe to concurrently contribute to a draft guidance document while maintaining traceability, clarity and version control. The Operational Guidance Consultation System, launched on the United Nations Knowledge Gateway in May 2023, prioritizes a seamless user experience to encourage broader participation in the consultation process. The System has proven successful at its objectives of enhancing the quality of operational guidance, by including the client's perspective, increasing transparency of guidance development, encouraging increased contributions from staff in field missions and strengthening the practitioners' ownership of guidance, which should lead to improved compliance, consistency and operational effectiveness.

29B.33 Progress towards the objective is presented in the performance measure below (see figure 29B.I).

Figure 29B.I

Performance measure: average number of contributions from staff to operational guidance (annual)



Planned results for 2025

Result 1: enhanced language and communication skills of United Nations personnel

Programme performance in 2023 and target for 2025

- 29B.34 The component's work contributed to an additional five self-study courses and two self-assessment tools available to all United Nations Secretariat staff, permanent mission personnel and eligible participants in language courses, which met the planned target.
- 29B.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.7).

Table 29B.7

Performance measure

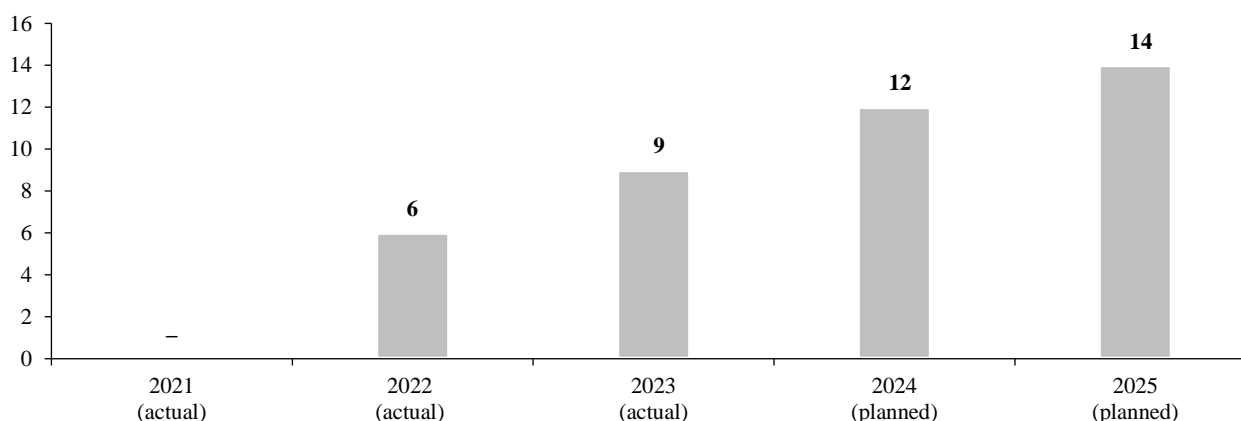
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Variety of hybrid and online learning formats available to users	Staff and permanent mission personnel have access to training on new topics, such as strategic writing skills for the United Nations and webinars introducing the United Nations guidelines for gender-inclusive language use, in line with United Nations Language Framework coverage	Additional five self-study courses and two self-assessment tools available to all United Nations Secretariat staff, permanent mission personnel and eligible participants in language courses	Learning managers across the Secretariat have access to additional resources and tools, including language samples, to improve application and use of the United Nations Language Framework	All Secretariat learners have access to enhanced language learning opportunities and can identify their language levels through new or revamped language learning resources, including language assessment tools
Partial alignment of pre-existing courses with the United Nations Language Framework	10-hour self-paced train-the-trainer course available for United Nations Language Framework users, including a library of ready-to-use materials for language learning and assessment			

Result 2: effective resource stewardship in the Secretariat**Programme performance in 2023 and target for 2025**

- 29B.36 The component's work contributed to nine operational learning solutions built and developed in collaboration with clients, utilizing a blended approach of online, virtual and/or face-to-face training, to improve proficiency in the effective management of resources, which met the planned target.
- 29B.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.II).

Figure 29B.II

Performance measure: number of learning solutions on effective resource management available to client entities (cumulative)

**Result 3: UNTold: collective learning and innovation across the United Nations system****Proposed programme plan for 2025**

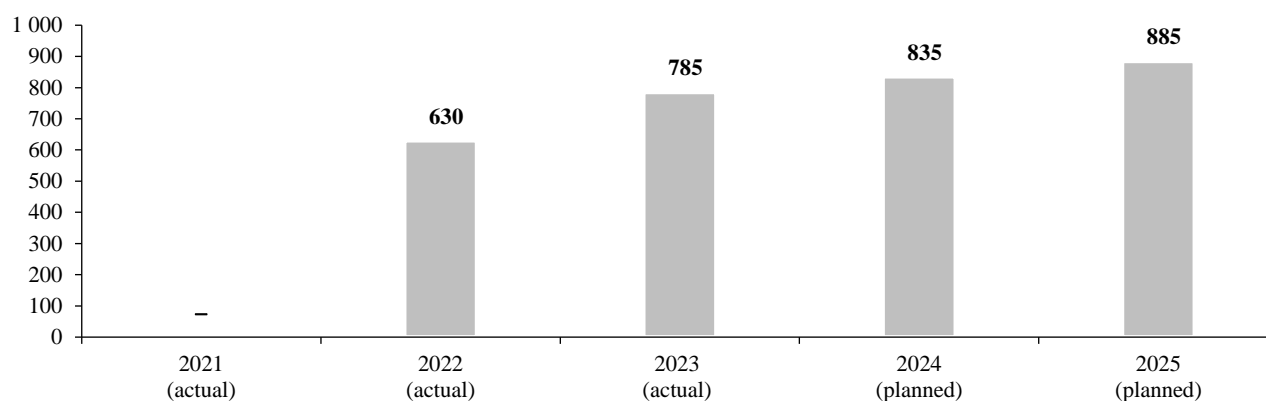
- 29B.38 The subprogramme's "UNTold" initiative showcases successful and innovative best practices for operational support that can be replicated across the United Nations system, with a view to fostering collective learning and reducing redundancy of efforts. Through video documentaries, virtual discussions and a central information repository, the initiative leverages existing knowledge from the United Nations system to build organizational capacity and encourage teams to learn from others' experience and apply these insights in their own work. Recent examples showcased by UNTold include the use of drones to support reforestation in Somalia and a virtual operations centre to facilitate operations planning without the necessity of physical presence.

Lessons learned and planned change

- 29B.39 The lesson for the subprogramme, which UNTold underscores, is the value of leveraging interactive learning means and channels for a more collaborative approach to knowledge-sharing and utilization within the Organization. In applying the lesson, the subprogramme will enhance visibility and expand engagement in UNTold sessions by diversifying communication strategies, fostering collaborations and partnerships, promoting multilingualism and establishing feedback mechanisms.
- 29B.40 Expected progress towards the objective is presented in the performance measure below (see figure 29B.III).

Figure 29B.III

Performance measure: number of United Nations personnel engaged in UNTold interactive learning sessions (annual)



Deliverables

29B.41 Table 29B.8 lists all deliverables of the component.

Table 29B.8

Subprogramme 1, component 2: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: in-person, online and blended capacity development programmes and initiatives; in-person and virtual governance improvement programme for approximately 16 senior leadership staff from 2 United Nations Secretariat entities; at least 6 learning products on inclusive communication in all 6 United Nations official languages, including instructor-led training and self-paced content for 500 beneficiaries, and illustrative samples (text, video and audio) to demonstrate language production at the various United Nations levels; instructor-led and self-paced language and communication training in all 6 official United Nations languages, including direct provision at United Nations Headquarters and other duty stations, with approximately 350 initiatives and promotion of comparable online language learning licences in 14 Secretariat entities; training on the use of updated and simplified enterprise system workflows and business process improvement; knowledge management products, guidance and best practices for more than 120 thematic areas to simplify and harmonize operational processes to 51,000 Secretariat staff members through the Knowledge Gateway; and embedded accessibility tools for persons with disabilities in the Knowledge Gateway.

Component 3

Health-care management and occupational safety and health

Objective

29B.42 The objective, to which this component contributes, is to ensure the health and well-being of the United Nations workforce.

Strategy

29B.43 To contribute to the objective, the component will:

- (a) Ensure standardized credentialing for United Nations health-care personnel and ensure that health-care personnel with appropriate qualifications and skills are deployed to all field duty stations;

- (b) Implement health-care quality and patient safety standards at all United Nations health-care facilities above level 1+ and above by assessing facilities, training medical personnel in health-care quality and patient safety standards and assessment methodologies and reviewing data from the hospital evaluation tool;
- (c) Promote a culture of safety at all level 1+ and above health-care facilities by implementing a clinical adverse event reporting system to support data collection for surveillance and the reporting of patient safety risks and adverse events and by administering a culture of safety survey;
- (d) Develop evidence-based chronic disease prevention and health promotion programmes and policies, based on a disease surveillance system, for implementation by United Nations medical services globally;
- (e) Implement the components of an occupational safety and health management system for Secretariat entities, including an incident reporting system and a monitoring and evaluation system, through support for an oversight body, the development of policy and standards and training;
- (f) Modernize business processes, including for the collection of medical entitlements through the electronic medical record system, the improved capture of the cause of sickness absences and the integration of systems covering incidents, sickness, work-related medical evacuations and service-incurred compensation;
- (g) Undertake workplace and meeting risk assessments at United Nations Headquarters and implement mitigation strategies to prevent workplace illness and injury;
- (h) Implement support measures for women's health, including training for the United Nations health-care workforce on provision of gender-sensitive medical services.

29B.44 The above-mentioned work is expected to result in:

- (a) A reduction in adverse events and preventable harm by enhancing the health and well-being of personnel, thereby contributing to reduced absenteeism and improved productivity in the workplace and resulting in a reduced financial impact on the Organization;
- (b) Continued mitigation of occupational health and safety risks;
- (c) Improved compliance of field and referral hospitals with United Nations health-care quality and patient safety standards that meet the needs of United Nations health-care professionals and staff.

Programme performance in 2023

Towards improved resilience and psychosocial well-being of United Nations security personnel through a pilot suicide prevention programme

29B.45 Many United Nations personnel live and work under various levels of stress and are confronted with, or are called upon to respond to, critical incidents and emergencies. In 2021, in response to concerns surrounding the resilience and psychosocial well-being of United Nations security professionals, the subprogramme, through its Staff Counsellors Office, initiated a pilot suicide prevention programme in coordination with the Department of Safety and Security. A literature review on suicide risks in persons with military, police or security backgrounds was conducted, in addition to information sessions, surveys and individual meetings with security professionals to gather information on gaps in current knowledge and processes that the programme could help to address. With the support of a specialist in suicide prevention and trauma, the pilot programme was launched in May 2023. The programme is aimed at raising awareness about suicide risk and mental health, establishing "gatekeepers" (personnel trained with skills to identify a colleague in distress and how to approach, initiate a conversation and assist in getting support), changing the service culture and reducing stigma so that personnel feel safe to seek support. Through the pilot programme, 66 security officers received gatekeeper training during 2023.

29B.46 Progress towards the objective is presented in the performance measure below (see table 29B.9).

Table 29B.9

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
—	—	66 security officers gained knowledge and skills to identify a colleague in distress and assist in accessing appropriate support

Planned results for 2025

Result 1: health-care quality and patient safety standards implemented in health-care facilities above level 1+ and above in field missions for enhanced patient safety

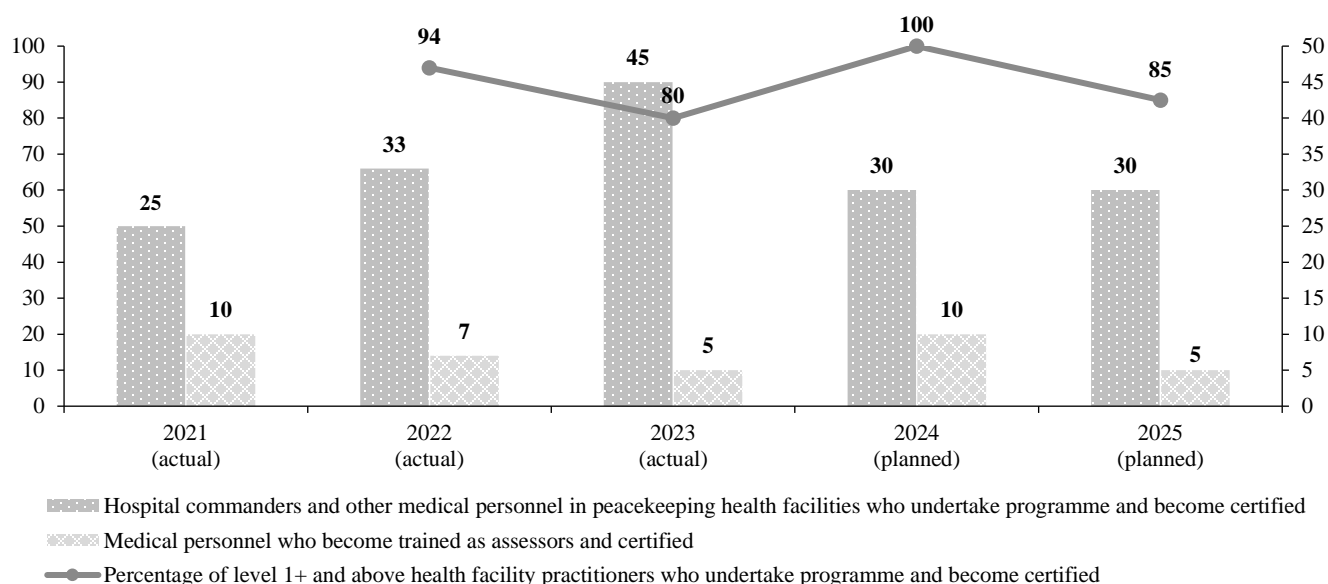
Programme performance in 2023 and target for 2025

29B.47 The component's work contributed to increased knowledge of medical personnel on health-care quality and patient safety, with 45 hospital commanders and other medical personnel in peacekeeping health facilities certified in health-care quality and patient safety standards, which exceeded the planned target of 30; 5 medical personnel trained and certified as assessors, which did not meet the planned target of 10; and 80 per cent of trained level 1+ and above health facility practitioners certified, which did not meet the planned target of 100 per cent. The planned targets of 10 medical personnel trained and certified as assessors and 100 per cent of trained level 1+ and above health facility practitioners certified were not met owing to challenges in evaluating the assessors and the engagement of the participants on the level 1+ and above course.

29B.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.IV).

Figure 29B.IV

Performance measure: increased knowledge of medical personnel, hospital commanders and level 1+ and above health facility practitioners of health-care quality and patient safety (annual)



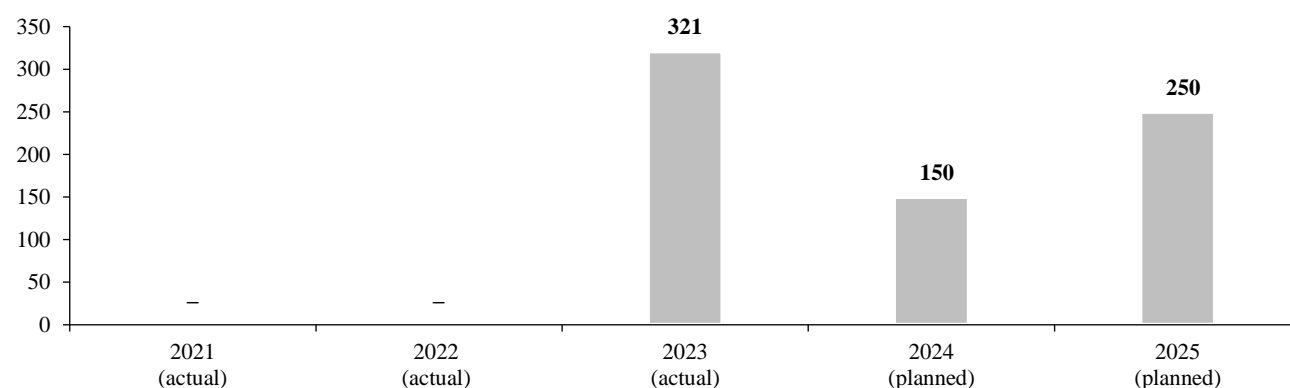
Result 2: a safe and healthy environment for female civilian and uniformed personnel in peace operations

Programme performance in 2023 and target for 2025

- 29B.49 The component's work contributed to 321 field medical personnel having access to training on women's health, who reported improved knowledge and capabilities for gender-sensitive services, which exceeded the planned target of 150 field medical personnel.
- 29B.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.V).

Figure 29B.V

Performance measure: number of field medical personnel who have access to training on women's health and who report improved knowledge and capabilities for gender-sensitive services (annual)



Result 3: United Nations personnel use preventive health services to improve their health and well-being

Proposed programme plan for 2025

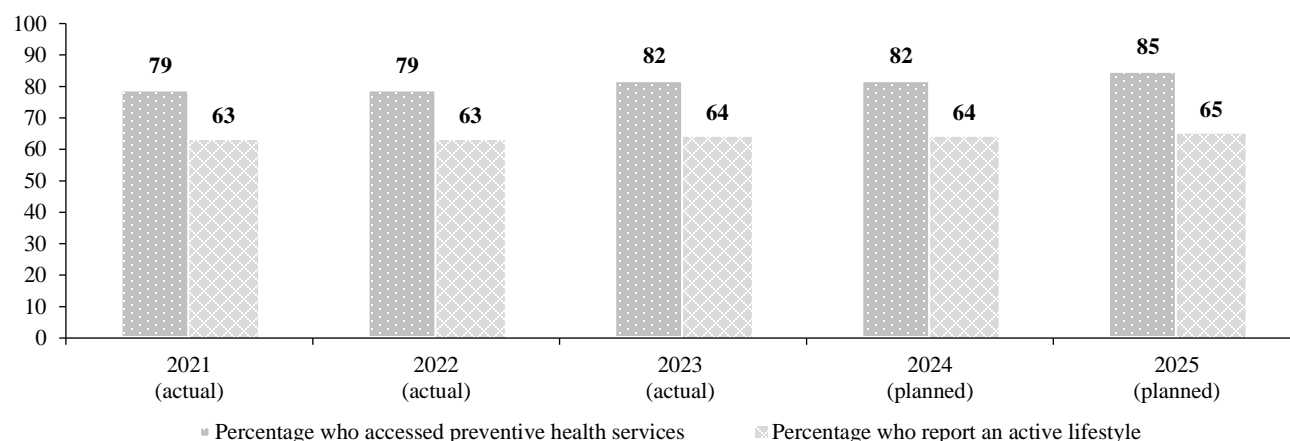
- 29B.51 The component organizes health promotions programmes that encourage healthy lifestyles among United Nations personnel throughout the world. To assess impact, the subprogramme has been conducting the United Nations Staff Health and Wellness Survey among Secretariat personnel, which provides insights into the overall well-being of personnel and their access to health services.

Lessons learned and planned change

- 29B.52 The lesson for the subprogramme, based on the results of the 2023 survey, was that health promotion programmes which target specific areas of health can be effective in fostering positive changes in lifestyle and habits. The survey also highlighted the need to promote more preventive health measures to improve the well-being of United Nations personnel. In applying the lesson, the subprogramme will conduct health promotion campaigns, focused on preventive health and adopting active lifestyles, to increase awareness of the importance of preventive health measures and increase the number of personnel accessing preventive health services. The subprogramme will also continue to utilize survey findings to inform future health promotion campaigns and improve health and well-being policies.
- 29B.53 Expected progress towards the objective is presented in the performance measure below (see figure 29B.VI).

Figure 29B.VI

Performance measure: improved health and well-being of United Nations personnel^a



^a The survey is conducted biennially. Data for 2022 (actual) and 2024 (planned) reflect the latest available data.

Deliverables

29B.54 Table 29B.10 lists all deliverables of the component.

Table 29B.10

Subprogramme 1, component 3: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Health-care management and occupational safety and health: credentialing process for health-care personnel in compliance with the guidelines for technical clearances and the technical skills framework; psychosocial services, including mental health services; medical clearance of 4,000 personnel for recruitment and travel and immunizations of 3,000 personnel annually; guidance on global occupational health and safety services; audit reports on incident investigations performed by duty stations within the field safety programme; occupational health and safety policy and standards; specialist workplace accommodation reviews; field health support plans for field duty stations and field missions, upon request; assessment of field hospitals for compliance with health-care quality and patient safety standards, and training medical personnel on those standards; clinical audits of field health-care facilities; patient experience surveys; weekly webinars for medical personnel and online courses on women's health and emergency hemotherapy; training on occupational health and safety issues and on medical entitlement for field health case managers; guidance for public health emergencies; and assessments on emergency preparedness, including for mass casualty events; and health support preparedness.

Subprogramme 2 Supply chain management

Component 1 Integrated supply chain management

Objective

29B.55 The objective, to which this component contributes, is to ensure the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by United Nations Secretariat client entities.

Strategy

29B.56 To contribute to the objective, the component will:

- (a) Improve alignment of the Secretariat's end-to-end supply chain with the 2030 Agenda for Sustainable Development and operationalize 24-month rolling supply chain planning, for continuous monitoring and update of supply chain plans to meet operational requirements and priorities;
- (b) Identify and ensure the availability of appropriate sourcing options and solutions, such as global and regional systems contracts, local procurement, letters of assist and memorandums of understanding, or the leveraging of existing stock, integrating practices that are client-centric, effective, efficient and gender-sensitive;
- (c) Intensify outreach efforts, including through targeted outreach to Member States and the enhanced use of business seminars, in particular for women-owned and disability-inclusive businesses and vendors from developing countries and countries with economies in transition;
- (d) Maintain the list of strategic goods and services sourced through Headquarters to improve risk management in procurement, economies of scale and standardization;
- (e) Support all entities with the timely and effective sourcing and delivery of goods and services, including the fulfilment of unforeseen requirements.

29B.57 The above-mentioned work is expected to result in:

- (a) The availability of the right goods and services at the right time, while taking into consideration their whole-life cost;
- (b) Client entities gaining access to appropriate, effective and efficient sourcing and delivery solutions to implement their mandates;
- (c) A more diversified vendor roster for more inclusive and effective international competition;
- (d) The availability of an adequate supply of vaccines, medical equipment and supplies and transportation services.

Programme performance in 2023

Safe evacuation of United Nations personnel in the Sudan

29B.58 The component supports client entities with timely and effective sourcing and delivery of goods and services, including the fulfilment of unforeseen requirements. In April 2023, the conflict in the Sudan necessitated the unexpected evacuation of over 1,000 personnel from the country. The component played a critical role in facilitating the road movement of personnel to Port Sudan and, from there, coordinated with Member States to transport individuals by sea to Jeddah, Saudi Arabia. Long-term aviation contracts for air assets previously established by the component were utilized to facilitate the onward air travel of passengers from Jeddah. Dedicated flights were also provided by the component between Port Sudan and Nairobi: one flight to carry passengers and another flight carrying cash to support United Nations operations in Port Sudan. The component also activated arrangements for standby air cargo services, through an existing letter of assist, to successfully deliver much-needed cargo to continue operations in Port Sudan, such as personal protective equipment, camping cots, rations, trauma bags and air conditioning units. In addition to providing transportation arrangements, the component facilitated arrangements to supply the road convoy with fuel during the initial evacuation.

29B.59 Progress towards the objective is presented in the performance measure below (see table 29B.11).

Table 29B.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
—	—	Safe evacuation of over 1,000 United Nations personnel from Sudan

Planned results for 2025**Result 1: enhanced competition in United Nations procurement through a focus on vendors from developing countries and countries with economies in transition****Programme performance in 2023 and target for 2025**

- 29B.60 The subprogramme's work contributed to increased awareness among vendors from developing countries and countries with economies in transition regarding options for collaboration on procurement with the United Nations, including through multilingual vendor registration and training on how to do business with the Organization, which met the planned target.
- 29B.61 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.12).

Table 29B.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Awareness among vendors from developing countries and countries with economies in transition is increased regarding options for collaboration on procurement with the United Nations	Increased awareness among vendors, in particular vendors from developing countries and countries with economies in transition, regarding options for collaboration on procurement with the United Nations, through intensified outreach efforts, multilingual vendor registration and targeted outreach to vendors living with a disability and women-owned businesses	Awareness among vendors from developing countries and countries with economies in transition is increased regarding options for collaboration on procurement with the United Nations, including through multilingual vendor registration and training on how to do business with the Organization	5 per cent increase in the proportion of businesses from developing countries and countries with economies in transition invited to submit bids, proposals or quotations	5 per cent increase in the proportion of businesses from developing countries and countries with economies in transition invited to submit bids, proposals or quotations

Result 2: reduced environmental footprint through effective supply chain management**Programme performance in 2023 and target for 2025**

- 29B.62 The component's work contributed to the selection of a vendor for a turnkey renewable energy contract, which did not meet the planned target of client entities having access to turnkey renewable energy solutions. The target was not met owing to complexities which required extensive coordination and consultation with stakeholders, including market research to find a fit-for-purpose solution. By the end of 2023, a vendor was selected, and the contract is expected to be awarded in 2024.

29B.63 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.13).

Table 29B.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Client entities have access to an additional 5 system contracts on waste management and 4 contracts on waste and wastewater treatment	Peacekeeping missions have access to guidance on improved fuel utilization	Selection of vendor for turnkey renewable energy solutions	Client entities have access to 3 system contracts for hybrid vehicles, solar surface electric pumps and solar submersible deep well pumps	Peacekeeping missions increase the proportion of energy consumed through renewable sources to 6 per cent

Result 3: Diversified participation in United Nations business opportunities

Proposed programme plan for 2025

29B.64 To promote a more inclusive procurement process, the component formed a partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and International Trade Centre SheTrade initiative and conducted dedicated outreach and capacity-development training for women-owned and disability-inclusive business, which led to increased participation of these groups in United Nations procurement opportunities, as shown through their registration in the United Nations Global Marketplace.

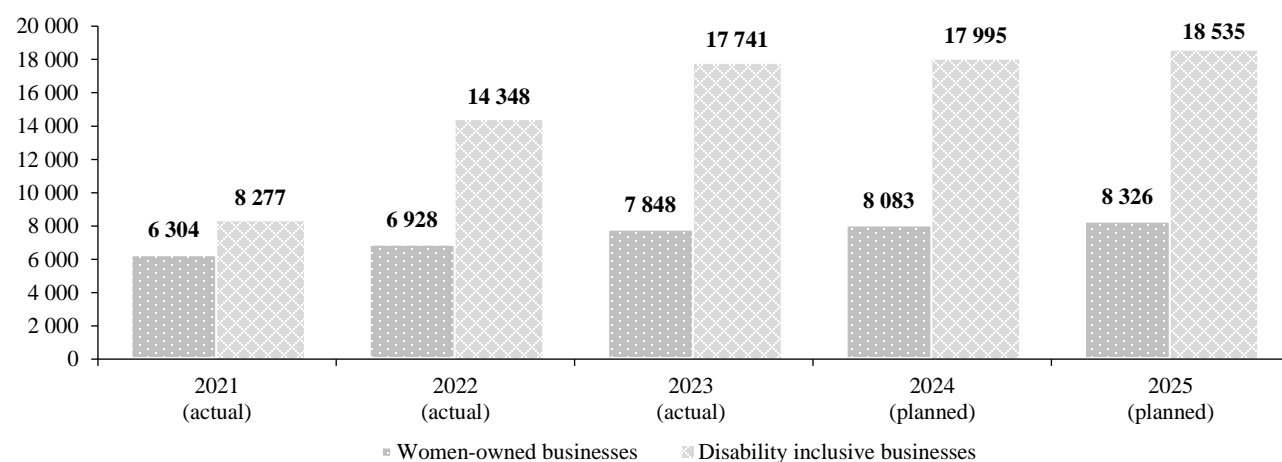
Lessons learned and planned change

29B.65 The lesson for the component was that targeted outreach focused on specific audiences is more effective in raising awareness and facilitating their participation in procurement exercises. In applying the lesson, the component will conduct further tailored outreach, including training for women-owned and disability inclusive businesses to enable these groups' increased participation in United Nations procurement opportunities.

29B.66 Expected progress towards the objective is presented in the performance measure below (see figure 29B.VII).

Figure 29B.VII

Performance measure: number of women-owned and disability-inclusive businesses registered in the United Nations Global Marketplace



Deliverables

29B.67 Table 29B.14 lists all deliverables of the component.

Table 29B.14

Subprogramme 2, component 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	–	1
1. Report of the Secretary-General on supply chain activities to the General Assembly (biennial report)	1	1	–	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	33	31	54	54
2. Seminars on how to do business with the United Nations for suppliers from developing countries and countries with economies in transition	33	31	54	54
C. Substantive deliverables				
Consultation, advice and advocacy: advice on 100 local procurement authority requests from client entities.				
D. Communication deliverables				
Outreach programmes, special events and information materials: briefings for 6 international partners, including Member States, on functional arrangements within areas of logistical cooperation in all field missions, system-wide cooperation on business operation projects and procurement cases with the United Nations entities procurement network; and outreach to vendors.				
Digital platforms and multimedia content: e-catalogue for goods and services; Ariba eTendering platform; supply chain performance management framework; business intelligence reports for all functions in the Secretariat-wide supply chain, including on supply chain performance; dedicated virtual space to encourage innovation and excellence in supply chain management; and annual update of Secretariat procurement statistics.				
E. Enabling deliverables				
Administration: advisory services on procurement matters for 44 client entities, including on optimal acquisition plans, sourcing solutions, systems contracts, procurement modalities and other supply chain matters; category management and planning for the end-to-end supply chain, including through the issuance of standard operating procedures, online sourcing support service community of practice and category-specific communities of practice, where applicable, such as fuel and rations; system contracts; annual supply chain plan and strategic sourcing; operationalized mutual recognition, in line with the promulgated supply chain operational guidance on cooperation with United Nations organizations; collaborative contracts, such as for a fleet management vehicle-tracking system; global systems contracts and turnkey contracts, air transportation service contracts and other contracts; vendor registration documents in the 6 official United Nations languages; deployment and rotation cycles and solutions sourced for uniformed personnel and associated cargo by air, naval and ground transport modalities; strategic level support within the logistics specialist areas; system-wide aviation regulatory framework; guidance on aviation safety, including that related to air service vendors; operational guidance, manuals, contract performance evaluation tools and best practices on supply chain management; Umoja master data management and data quality assurance; risk management for fuel and rations; electronic fuel management system; and implementation and review of new sustainable supply chain technologies.				

Component 2 Uniformed capabilities support

Objective

29B.68 The objective, to which this component contributes, is to ensure the efficient and effective functioning of the peace and security pillar of the United Nations.

Strategy

29B.69 To contribute to the objective, the component will:

- (a) Serve as the single point of contact for troop- and police-contributing countries on all administrative and logistical issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement;
- (b) Support the periodic review by the General Assembly of the reimbursement framework associated with uniformed capabilities deployed in formed units, support the negotiation and finalization of memorandums of understanding with troop- and police-contributing countries, expeditiously process applicable reimbursements in line with the decisions of the Assembly and facilitate the strategic integration of relevant performance data related to deployed contingent-owned equipment;
- (c) Provide a streamlined reimbursement process involving an enhanced memorandum of understanding and payment processes;
- (d) Provide strategic and operational support and foster enhanced partnerships with troop- and police-contributing countries.

29B.70 The above-mentioned work is expected to result in:

- (a) Servicing of the General Assembly during the periodic review of the reimbursement framework for formed units and the implementation of all derivative guidance;
- (b) Streamlined and timely payments to troop- and police-contributing countries for uniformed personnel and contingent-owned equipment deployed in formed units, letter-of-assist reimbursements, death and disability claims and ad hoc claims;
- (c) Increased transparency and accountability of the reimbursement process and the real-time availability of data to Member States, Headquarters and field missions.

Programme performance in 2023

Post-traumatic stress disorder claims settled

29B.71 In 2021, at the request of the General Assembly, the subprogramme conducted a study of post-traumatic stress-disorder in uniformed personnel participating in United Nations peace operations, to provide a holistic analysis of the policy, legal, administrative and financial aspects of the matter of compensating claims for disability due to post-traumatic stress-disorder and to develop recommendations for a sustainable and appropriate approach to the management of post-traumatic stress-disorder in uniformed military and police personnel deployed to United Nations peace operations. The study was conducted through a working group, steered by an advisory board with Member States and subject matter experts. Having considered the report of the Secretary-General ([A/76/662](#)), the General Assembly, in its resolution [76/275](#), decided to adopt a pay-as-you-go approach to compensation for adjudicated claims and requested the Secretary-General to take concrete measures to expedite the settlement of claims. In 2023, the subprogramme finalized a study on post-traumatic stress-disorder prevention and mitigation and conducted claims awareness campaigns and one-on-one briefings on the claims submission procedure to several Member States.

29B.72 Progress towards the objective is presented in the performance measure below (see table 29B.15).

Table 29B.15
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
The General Assembly considers post-traumatic stress disorder study and report of the Secretary-General based on data collection, interviews and a scientific literature review prepared by an advisory board	The General Assembly, in its resolution 76/275 , adopted a pay-as-you-go approach to compensation for adjudicated claims	170 post-traumatic stress disorder claims settled

Planned results for 2025**Result 1: contingent-owned equipment policies, procedures, standards and definitions considered****Programme performance in 2023 and target for 2025**

- 29B.73 The component's work contributed to standards and rates of reimbursement for contingent-owned equipment being updated on the basis of the recommendations of the 2023 Working Group on Contingent-Owned Equipment, which met the planned target.
- 29B.74 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.16).

Table 29B.16
Performance measure

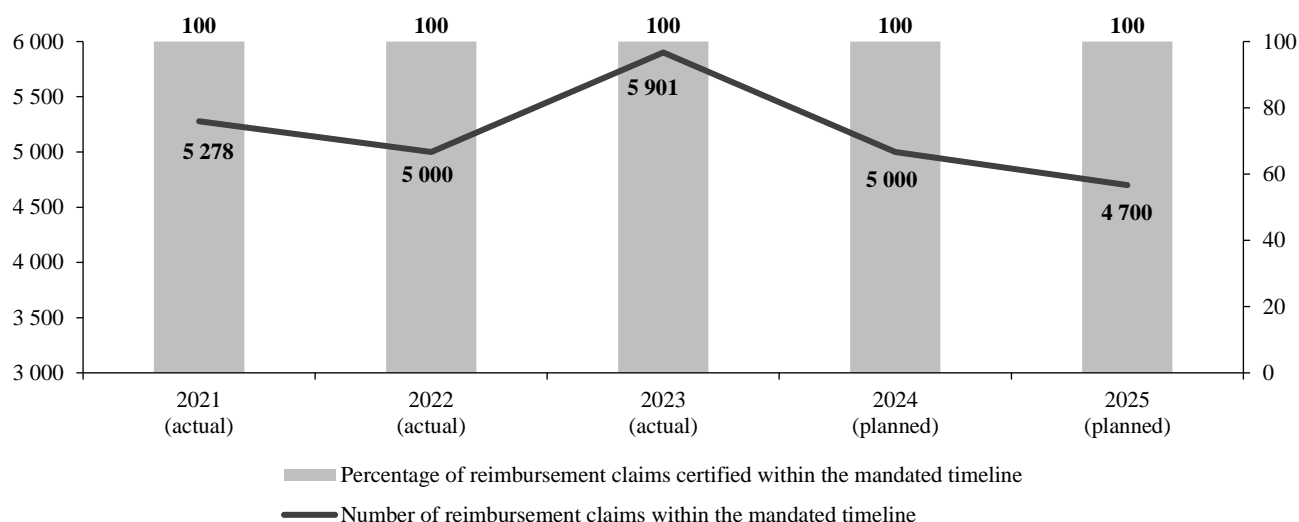
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States provided instructions on preparing issue papers and national cost data submissions	Pre-sessional bureau of the 2023 meeting of the Working Group on Contingent-Owned Equipment was convened	Standards and rates of reimbursement for contingent-owned equipment updated on the basis of the recommendations of the 2023 Working Group on Contingent-Owned Equipment	Implementation of the decisions of the General Assembly on the standards for and rates of reimbursement for contingent-owned equipment	Completion of the mandated studies from the 2023 Working Group on Contingent-Owned Equipment Pre-sessional bureau of the 2026 Working Group on Contingent-Owned Equipment convened

Result 2: single point of contact in the areas of administrative, logistical and financial support for troop- and police-contributing countries for faster reimbursement**Programme performance in 2023 and target for 2025**

- 29B.75 The component's work contributed to the certification of 5,901 reimbursement claims, with 100 per cent of claims certified within the mandated three-month timeline, which exceeded the planned target of 5,000 claims.
- 29B.76 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.VIII).

Figure 29B.VIII

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



Result 3: a secure one-stop-gateway for Member States to submit claims and access information on their deployments to peace operations

Proposed programme plan for 2025

29B.77 Every year, the component processes approximately 2 billion dollars in claims and reimbursements. Previously, information to troop- and police-contributing countries on memorandums of understanding and reimbursements was provided through multiple email exchanges. In 2022, the component launched a Member States Portal for Uniformed Capabilities Support, providing troop- and police-contributing countries with secure access to basic information related to their deployments in peace operations.

Lessons learned and planned change

29B.78 The lesson for the component was the importance of strengthening communication with Member States and the need to simplify processes for them to submit claims. In applying the lesson, the component will facilitate the submission of various claims by Member States through the portal and provide direct access to supporting documents for reimbursements, including payment letters, information on quarterly contingent-owned equipment performance for each military and police unit deployed and quarterly verification reports. The portal will also be enhanced with a repository of historical information, complemented by a search tool. These additional functionalities will improve communication and increase the transparency of transactional data pertaining to reimbursements made to troop- and police-contributing countries.

29B.79 Expected progress towards the objective is presented in the performance measure below (see table 29B.17).

Table 29B.17
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	Member States Portal for Uniformed Capabilities Support provides basic information and visualizations	New functionalities of Member States Portal for Uniformed Capabilities Support developed and tested	Troop- and police-contributing countries use Member States Portal for Uniformed Capabilities Support to submit claims and securely access memorandums of understanding and reimbursement information

Deliverables

29B.80 Table 29B.18 lists all deliverables of the component.

Table 29B.18
Subprogramme 2, component 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	1	—	—
Reports of the:				
1. 2023 Working Group on Contingent-Owned Equipment	1	1	—	—
2. Secretary-General on the 2023 Working Group on Contingent-Owned Equipment	1	1	—	—
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
3. Meeting of intergovernmental bodies, including the Fifth Committee and the Working Group on Contingent-Owned Equipment	5	5	5	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	10	20
4. Training events on the various aspects of memorandums of understanding and contingent-owned equipment policies and procedures, as well as death and disability compensation claims (for Member States)	10	23	10	20
E. Enabling deliverables				
Administration: reimbursement framework for formed units, including: the quadrennial survey on standard uniformed personnel reimbursements; administration of the Member States Portal for Uniformed Capabilities Support; training for Secretariat entities and all field missions with formed units on the reimbursement framework; new and amended statements of unit requirements, memorandums of understanding, letters of assist and agreements for military and police contingents deployed to field missions or pledged to the rapid deployment level of the Peacekeeping Capability Readiness System and participation in advisory, predeployment, rapid deployment-level, contingent-owned equipment verification and other visits to troop- and police-contributing countries; reimbursements to military and police personnel and for contingent-owned equipment deployed to field missions on memorandums of understanding or letters of assist, including through the calculation of premiums, deductions and death and disability and post-traumatic stress disorder compensation; servicing of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board; comparative performance analysis and management decision reports.				

Subprogramme 3 Special activities

Objective

- 29B.81 The objective, to which this subprogramme contributes, is to ensure effective and efficient operational support responses by the Secretariat, including for unique and escalated requirements.

Strategy

- 29B.82 To contribute to the objective, the subprogramme will:
- (a) Lead and coordinate the Secretariat's operational support response to emerging situations and other unique and surge-level requirements, including through planning support and monitoring, shared situational awareness, the provision of surge and specialized capacities and the facilitation of coordinated efforts;
 - (b) Build on the existing foundation of major service providers in the global operational support architecture to facilitate, coordinate and provide specialist advice for the continuous effort to reduce duplication and fragmentation in service delivery while increasing integration, harmonization, improvements and innovation;
 - (c) Facilitate a robust value-for-money and resource stewardship agenda to inform efficient, effective and responsive operational support functions across the Secretariat;
 - (d) Coordinate and maintain bilateral and other multiparty relationships with key non-Secretariat partners in operational support, including on the implementation of Security Council resolution [2719 \(2023\)](#).
- 29B.83 The above-mentioned work is expected to result in:
- (a) Sustainable and multidimensional operational response to escalated situations and unique requirements;
 - (b) Fit-for-purpose support solutions that leverage existing capacities and expertise across the Secretariat and with United Nations agencies, funds and programmes to enhance responsiveness, interoperability and operational continuity;
 - (c) Mutually beneficial collaboration between Secretariat and non-Secretariat entities, including Member States and regional organizations, that addresses priority needs across Secretariat entities;
 - (d) Measurable gains in efficiency and responsiveness across the Secretariat operational support architecture, including deepened cooperation in support operations with United Nations agencies, funds and programmes;
 - (e) Secretariat entities having access to guidance on operational support resourcing priorities and standards that is responsive to evolving requirements.

Programme performance in 2023

Surge capacity for the transition and expansion of field operations

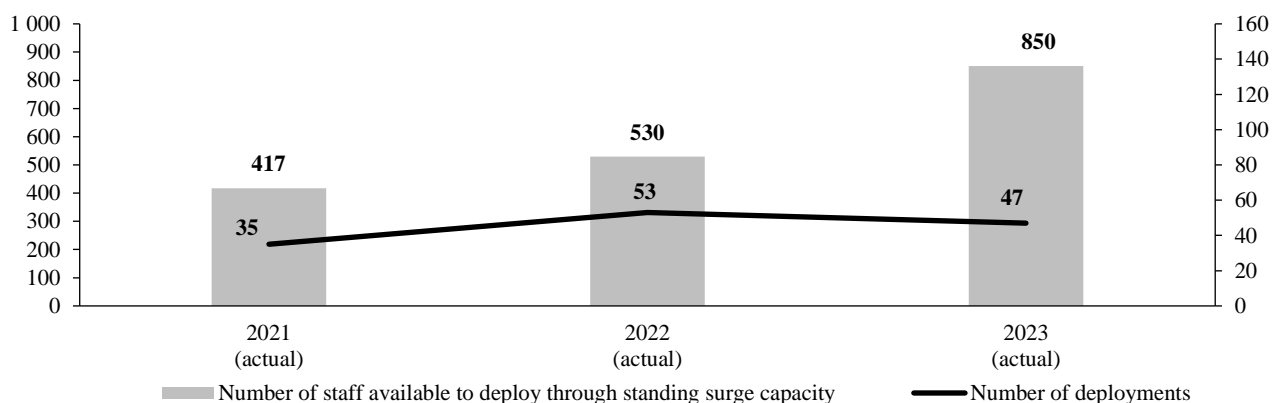
- 29B.84 The subprogramme increased its focus on support responses to escalated situations and incidents facing the Secretariat, which, through planning and monitoring, resulted in appropriate coordinated support efforts for the deployment of surge and specialized capacities. The subprogramme implemented the strategic review of the United Nations Support Mission in Libya (UNSMIL) and supported the transition of UNITAMS, the expansion of the United Nations Office for West Africa and the Sahel (UNOWAS) mandate following the closure of MINUSMA and the expansion of the standing surge capacity. The standing surge capacity has served as an effective mechanism to provide staff on short-term assignments for durations of up to 90 days to address critical gaps in an entity during escalated situations. In 2023, in

partnership with the Department of Safety and Security, a pool of security experts was established in the standing surge capacity. The pool of experts for operational support roles was also expanded, to broaden the staff available during a surge. The standing surge capacity supported deployments to the offices of the Resident Coordinators in Mali and Burkina Faso and established a new partnership for the African Union.

29B.85 Progress towards the objective is presented in the performance measure below (see figure 29B.IX).

Figure 29B.IX

Performance measure: strengthened surge capacity for the transition and expansion of field operations



Planned results for 2025

Result 1: robust value-for-money and resource stewardship agenda to inform operational support functions across the Secretariat

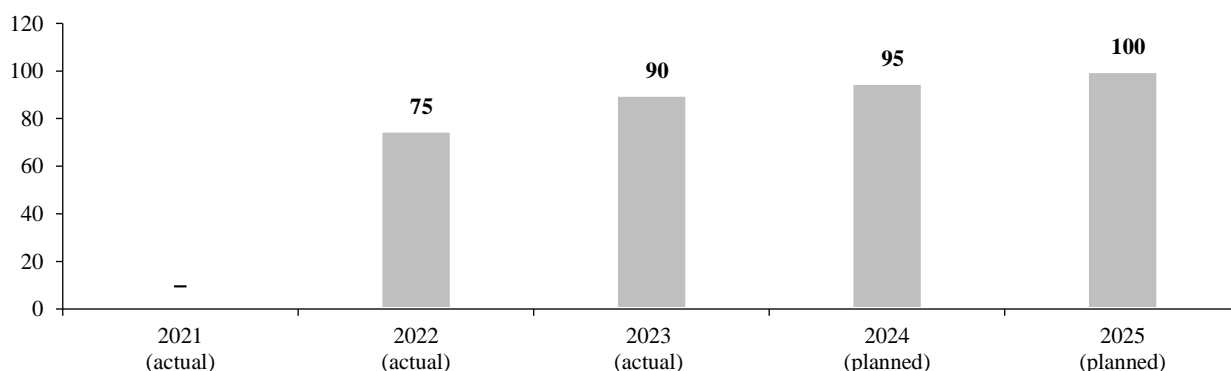
Programme performance in 2023 and target for 2025

29B.86 The subprogramme's work contributed to 90 per cent of Secretariat entities receiving enhanced, consistent and improved administrative support services through formal service provision agreements that include standard cost recovery and improved client service from regional and global service providers, which met the planned target.

29B.87 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.X).

Figure 29B.X

Performance measure: percentage of Secretariat entities that receive enhanced, consistent and improved administrative support services through formal service provision agreements that include standard cost recovery and improved client service from regional and global service providers^a



^a The presentation of the performance measure has been modified to quantitative graph format.

Result 2: mutually beneficial collaboration in support operations through a support partnerships framework

Programme performance in 2023 and target for 2025

- 29B.88 The subprogramme's work contributed to strengthened bilateral and other multiparty relationships with key partners to foster mutually beneficial collaboration between the Department and non-Secretariat entities, as well as to access by Secretariat entities to a central information repository on operational support framework agreements that informs and guides operational engagement with established support partners, which met the planned target.
- 29B.89 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.19).

Table 29B.19

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Active engagement of the African Union in the development of a joint United Nations-African Union road map to renew the knowledge and expertise exchange programme	Two operational support framework agreements established with the African Union that provide an overarching framework to promote responsive solutions to operational challenges faced by key partners in security	United Nations Support Office in Somalia enabled to provide operational support to non-United Nations security forces in Somalia, in compliance with international human rights and humanitarian laws and in line with the human rights due diligence policy	Mechanisms in place to enhance collaboration in operational support between the African Union and the United Nations in accordance with Security Council resolution 2719 (2023)
	Support implications for the proposed reconfiguration of African Union operations in Somalia reviewed by the African Union, the United Nations and other key partners to inform the Security Council's consideration of a future direction	Secretariat entities have access to a central repository of information on operational support framework agreements	Strengthened engagement of the African Union, European Union and other regional organizations, enabling mutual understanding and interoperability on operational support matters	

Result 3: enhanced through-life management of operational support functions by entities undergoing transitions

Proposed programme plan for 2025

- 29B.90 The subprogramme provides direct support to entities faced with special circumstances through operational planning guidance and has undertaken efforts to address the management of a wide range of field-based administrative and logistic functions during transition periods.

Lessons learned and planned change

29B.91 The lesson for the subprogramme was that many aspects of operational support require constant attention and oversight to prevent an accumulation of issues that become apparent only during major transitions. This tendency significantly complicates the transition process by imposing an unexpected additional workload during already operationally intense periods of activity. In applying the lesson, the subprogramme will develop a tool, underpinned by key performance indicators, to enable managers to easily monitor a range of operational support functions shown to contribute to this issue, such as through-life asset disposal or the maintenance of appropriate human resources records. This tool will initially be developed in conjunction with, and utilized by, those field entities expected to undergo transitions but will be able to be used across the operational support portfolio.

29B.92 Expected progress towards the objective is presented in the performance measure below (see table 29B.20).

Table 29B.20
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	—	One field entity pilots the beta version of operational support monitoring tool	Operational monitoring tool and related training available to field entities

Deliverables

29B.93 Table 29B.21 lists all deliverables of the subprogramme.

Table 29B.21
Subprogramme 3: deliverables for 2025, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: 52 regular situational response and awareness reports, standardized procedures for escalated situations and an emerging situation data management platform; deployments of surge and specialized support capacities within 10 days; administration of residual entity liquidation issues; support partnerships, including arrangements that address client priority needs; coordination, advice and direct project management support for 6 integration and improvement working groups; training programme and package on the use of the operational monitoring tool deployed to entities undergoing transitions.

Subprogramme 4 Administration, New York

Objective

29B.94 The objective, to which this subprogramme contributes, is to ensure a safe and fit-for-purpose physical environment at Headquarters and responsive facilities, as well as administrative, logistical, information and other services in support of the efficient functioning of the Organization and a public informed of the work of the United Nations.

Strategy

29B.95 To contribute to the objective, the subprogramme will:

- (a) Proactively maintain and operate the Headquarters buildings to achieve efficiencies, promote a modern workplace and preserve the property value of the campus, with an emphasis on reviewing building components completed more than 10 years ago and improving accessibility for persons with disabilities and environmental sustainability;
- (b) Regularly adjust the long-term planning of office accommodation to support the needs of entities in New York, centred on implementing the recommendations from the mandated assessment of the real estate portfolio (see General Assembly resolution [75/253 C](#));
- (c) Provide efficient, timely and cost-effective services to clients in New York in the areas of building management, office space, asset and official gift management, inventory and warehouse management, travel and transportation, mail and pouch services, event management, postal administration and catering and other commercial operations;
- (d) Provide effective archives and records management services to Secretariat entities globally and strengthen the subprogramme's capacity to manage the accelerated shift from paper to digital archives;
- (e) Provide specialized human resources support in the areas of onboarding, separations and the processing of complex entitlements (including education grants, dependency allowances and rental subsidies) for the staff of all Headquarters-based United Nations entities and relevant field locations;
- (f) Coordinate and manage commercial insurance policies to mitigate and transfer risk pertaining to property, terrorism and liability programmes, as well as the malicious acts insurance policy, for the Organization, including offices away from Headquarters and peacekeeping and special political missions; adjudicate claims emanated from these insurance programmes and obtain settlements from the insurers; and provide insurance advice for vendor, memorandum of understanding and pro bono contracts and agreements;
- (g) Ensure accurate and timely disbursement of salaries and related allowances for all staff based at United Nations Headquarters and international staff in field missions and all field staff from various entities administered by Headquarters;
- (h) Process other disbursements in respect of the financial obligations of the Organization and process the tax reimbursement claims of United States taxpayers;
- (i) Provide postal, gift, archival and information services to the public in New York and globally.

29B.96 The above-mentioned work is expected to result in:

- (a) A highly functional, more inclusive and sustainable campus that symbolizes the ideals of the United Nations;
- (b) High client satisfaction and cost-efficiency in the provision of services;
- (c) Increased public awareness of the past and current work of the Organization.

Programme performance in 2023

Systems upgraded for United Nations-issued travel documents

29B.97 In its first major upgrade since 2012, the subprogramme updated the United Nations-issued travel documents, namely, the United Nations laissez-passer and the certificate identity documents, with the latest cryptographic algorithms for electronic passports, a chip embedded in its cover and numerous modern physical security print features. The booklet design included original artwork from the United Nations Postal Administration design team. The subprogramme deployed new booklet personalization

systems, required to issue these enhanced travel booklets, in collaboration with key stakeholders. The booklets adhere to the latest international standards and the International Civil Aviation Organization's recommendations for emergency travel documents. The upgrade also ensures that United Nations-issued travel documents remain compatible with the border control systems employed by Member States and maintain the trust that Member States bestow on these documents to accurately reflect the privileges and immunities entitled to their holders under the relevant conventions.

29B.98 Progress towards the objective is presented in the performance measure below (see table 29B.22).

Table 29B.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Planning, gathering of requirements and development of a request for proposals to initiate a new procurement exercise for United Nations laissez-passer booklets and related systems	United Nations staff use travel documents that are compatible with border control systems

Planned results for 2025

Result 1: office space aligned with the needs of the Organization

Programme performance in 2023 and target for 2025

29B.99 The subprogramme's work contributed to the consideration by the General Assembly of a strategic assessment of the workplace and to the alignment of United Nations Headquarters office space with the needs of the Organization by vacating the DC-1 building and reassigning personnel into remaining buildings, which met the planned target.

29B.100 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.23).

Table 29B.23
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The General Assembly approved the Secretary-General's recommendation to close out the flexible workplace project and re-evaluate future needs	Office space aligned with the current needs of the Organization by reassigning personnel from the DC1 Building into remaining buildings, mainly into flexible workplace in the Secretariat Building, in preparation for vacating the lease in March 2023	The General Assembly took note of the report of the Secretary-General on the assessment of the workplace at United Nations Headquarters (A/78/325) DC-1 lease vacated	Real estate portfolio further reduced and Falchi Building is vacated Plans to optimize the alignment of office space with evolving needs are finalized on the basis of the General Assembly's recommendations on the strategic assessment of the real estate portfolio	Completion of phases 1 and 2 of the DC-2 renovation project, with 6 floors converted to flexible workplace

Result 2: shorter wait time, improved accuracy of estimates and other improvements enabled by simpler and harmonized payroll and accounts payable processes

Proposed programme plan for 2025

- 29B.101 The subprogramme's work contributed to an average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and 3 other payroll offices (Economic Commission for Latin America and the Caribbean, the United Nations Office at Vienna and the Kuwait Joint Support Office), which met the planned target for 2023.
- 29B.102 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.24).

Table 29B.24

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Average lead time of 7 working days for off-cycle payments to be processed for personnel at Headquarters	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and 3 other payroll offices	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and all payroll offices globally Improved accuracy of estimates of resource requirements by client entities based on full adherence to payroll processes. For example, the Office of Programme Planning, Finance and Budget more accurately estimates salary costs and the impact of vacancy rates	Offices globally receive automated monthly payroll batch and invoice processing

Result 3: historical records digitally preserved

Proposed programme plan for 2025

- 29B.103 The subprogramme has increasingly been receiving digital records from Secretariat entities over the past 20 years. At present, almost all records transferred to the subprogramme are born digital (i.e. a hard-copy version never existed), including those of political missions and peacekeeping operations, and evidence collected or received by investigative bodies. These sensitive documents are often transferred in specialized systems and formats and need to be managed under specific conditions.

Lessons learned and planned change

- 29B.104 The lesson for the subprogramme was that managing these records requires expertise, dedicated workflows and specialized systems. In applying the lesson, the subprogramme will develop a digital strategy to manage these records, as well as a road map for future-proofing incoming records, in order to preserve digital records of enduring and permanent value. It will develop its capacity and

that of Secretariat entities to support the digital preservation strategy and identify systems and workflows with other stakeholders to securely manage, preserve and provide access to the historical records of the United Nations.

29B.105 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.25).

Table 29B.25
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	—	Processes established to dispose digital records, in accordance with approved retention schedules, that no longer need to be kept by the United Nations	A comprehensive inventory of the digital records available to Secretariat entities

Deliverables

29B.106 Table 29B.26 lists all deliverables of the subprogramme.

Table 29B.26
Subprogramme 4: deliverables for 2025, by category and subcategory

Category and subcategory

D. Communication deliverables

External and media relations: information and reception services to visitors, delegates and the general public, including responses to approximately 20,000 enquiries on the current and past work of the United Nations.

Library services: archives, records and information management services to all entities at United Nations Headquarters and field missions; guidance on recordkeeping for Secretariat entities; security-screened, catalogued, stored and preserved paper and digital records; and digitized legacy paper archives.

E. Enabling deliverables

Logistics: 1,703,000 square feet of owned and leased premises, facilities and assets, including gifts, managed and maintained; office accommodations provided for approximately 8,250 personnel; completion of approximately 8,000 service requests for facilities and commercial services; conferences and special events logistics; warehousing and transportation services; approximately 35,000 travel requests and travel documents, lump-sum calculations and host country registrations processed; airline agreements; mail services; and processing of approximately 650,000 postal, courier and diplomatic pouch shipment and messenger services.

Administration: administrative support services, including specialized human resources support in the areas of onboarding and the processing of complex entitlements, dependency benefits and rental subsidies for approximately 8,250 staff of all Headquarters-based United Nations entities and relevant field locations; transactions and claims for 6,600 staff members in the area of tax reimbursement; management of 18 commercial insurance programmes covering \$2.68 billion in assets under the global property and terrorism insurance policies, 180,000 personnel under the malicious acts policy and 30,000 vehicles of diverse types under the worldwide auto policy, including the adjudication of related claims; insurance advice and review of certificates of insurance for 150 contracts and agreements; payroll for 26,000 staff and retirees, including assignment and separation payments; pension schedules for all entities at United Nations Headquarters and offices away from Headquarters; troop- and contingent-owned equipment reimbursements; payments to vendors, consultants and individual contractors; annual declaration exercise; annual rental subsidy monitoring exercise; and management of insurance policies.

B. Proposed post and non-post resource requirements for 2025

Overview

29B.107 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 29B.27 to 29B.29.

Table 29B.27

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	40 446.4	42 004.3	160.5	—	—	160.5	0.4	42 164.8
Other staff costs	5 130.1	3 826.8	—	—	(29.4)	(29.4)	(0.8)	3 797.4
Hospitality	—	2.5	—	—	—	—	—	2.5
Consultants	341.5	409.1	(32.9)	—	11.7	(21.2)	(5.2)	387.9
Travel of staff	309.0	359.2	—	—	—	—	—	359.2
Contractual services	6 224.5	6 089.0	—	—	57.4	57.4	0.9	6 146.4
General operating expenses	41 393.6	41 537.1	(526.1)	71.0	113.7	(341.4)	(0.8)	41 195.7
Supplies and materials	841.3	527.4	—	—	—	—	—	527.4
Furniture and equipment	1 742.4	1 095.0	—	—	(68.2)	(68.2)	(6.2)	1 026.8
Improvement of premises	(78.4)	—	—	—	—	—	—	—
Grants and contributions	342.7	395.6	—	—	—	—	—	395.6
Other	3.7	—	—	—	—	—	—	—
Total	96 696.6	96 246.0	(398.5)	71.0	85.2	(242.3)	(0.3)	96 003.7

Table 29B.28

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	366	1 USG, 2 ASG, 5 D-2, 6 D-1, 12 P-5, 16 P-4, 16 P-3, 13 P-2/1, 16 GS (PL), 186 GS (OL), 93 TC
Proposed for 2025	366	1 USG, 2 ASG, 5 D-2, 6 D-1, 12 P-5, 16 P-4, 16 P-3, 13 P-2/1, 16 GS (PL), 186 GS (OL), 93 TC

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

Table 29B.29

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	—	—	—	—	1
ASG	2	—	—	—	—	2
D-2	5	—	—	—	—	5
D-1	6	—	—	—	—	6
P-5	12	—	—	—	—	12
P-4	16	—	—	—	—	16
P-3	16	—	—	—	—	16
P-2/1	13	—	—	—	—	13
Subtotal	71	—	—	—	—	71
General Service and related						
GS (PL)	16	—	—	—	—	16
GS (OL)	186	—	—	—	—	186
TC	93	—	—	—	—	93
Subtotal	295	—	—	—	—	295
Total	366	—	—	—	—	366

29B.108 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 29B.30 to 29B.32 and figure 29B.XI.

29B.109 As shown in tables 29B.30 (1) and 29B.31 (1), the overall resources proposed for 2025 amount to \$96,003,700 before recosting, reflecting a net decrease of \$242,300 (or 0.3 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments, new and expanded mandates and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29B.30

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage	
A. Executive direction and management	2 018.4	1 962.0	—	—	—	—	1 962.0
B. Programme of work							
1. Support operations							
Component 1: Human resources support	4 185.4	3 585.1	—	—	—	—	3 585.1

Part VIII Common support services

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Component 2: Capacity development and operational training	6 419.2	6 577.5	—	—	29.4	29.4	0.4	6 606.9
Component 3: Health-care management and occupational safety and health	3 863.7	3 488.6	—	—	(29.4)	(29.4)	(0.8)	3 459.2
2. Supply chain management								
Component 1: Integrated supply chain management	3 742.8	4 836.7	(32.9)	—	—	(32.9)	(0.7)	4 803.8
Component 2: Uniformed capabilities support	364.7	337.0	—	—	—	—	—	337.0
3. Special activities	1 129.5	1 208.7	—	—	—	—	—	1 208.7
4. Administration, New York	73 431.2	72 279.0	(457.1)	71.0	85.2	(300.9)	(0.4)	71 978.1
Subtotal, B	93 136.5	92 312.6	(490.0)	71.0	85.2	(333.8)	(0.4)	91 978.8
C. Programme support	1 541.6	1 971.4	91.5	—	—	91.5	4.6	2 062.9
Subtotal, 1	96 696.6	96 246.0	(398.5)	71.0	85.2	(242.3)	(0.3)	96 003.7

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	7 089.1	7 117.0	427.1	6.0	7 544.1
B. Programme of work					
1. Support operations					
Component 1: Human resources support	15 922.3	16 197.8	(60.4)	(0.4)	16 137.4
Component 2: Capacity development and operational training	5 956.0	5 923.6	194.3	3.3	6 117.9
Component 3: Health-care management and occupational safety and health	3 871.9	3 650.8	(103.8)	(2.8)	3 547.0
2. Supply chain management					
Component 1: Integrated supply chain management	34 731.1	36 696.7	(525.5)	(1.4)	36 171.2
Component 2: Uniformed capabilities support	10 363.0	11 167.8	(316.2)	(2.8)	10 851.6
3. Special activities	8 434.7	9 076.3	10.0	0.1	9 086.3
4. Administration, New York	24 739.6	26 141.9	(1 570.7)	(6.0)	24 571.2
Subtotal, B	104 018.6	108 854.9	(2 372.3)	(2.2)	106 482.6
C. Programme support	2 260.4	2 290.9	19.9	0.9	2 310.8
Subtotal, 2	113 368.1	118 262.8	(1 925.3)	(1.6)	116 337.5

(3) Extrabudgetary^a

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	793.7	663.0	(528.0)	(79.6)	135.0
B. Programme of work					
1. Support operations					
Component 1: Human resources support	1 867.7	2 555.3	(246.1)	(9.6)	2 309.2
Component 2: Capacity development and operational training	722.5	987.8	12.5	1.3	1 000.3
Component 3: Health-care management and occupational safety and health	4 527.3	6 517.0	(1 447.3)	(22.2)	5 069.7
2. Supply chain management					
Component 1: Integrated supply chain management	9 042.8	2 607.5	(463.0)	(17.8)	2 144.5
Component 2: Uniformed capabilities support	166.8	667.7	(667.7)	(100.0)	—
3. Special activities	4 099.6	4 163.1	63.5	1.5	4 226.6
4. Administration, New York	44 458.4	45 841.2	(91.2)	(0.2)	45 750.0
Subtotal, B	64 885.1	63 339.6	(2 839.3)	(4.5)	60 500.3
C. Programme support	898.1	2 485.8	—	—	2 485.8
Subtotal, 3	66 576.9	66 488.4	(3 367.3)	(5.1)	63 121.1
Total (1+2+3)	276 641.6	280 997.2	(5 534.9)	(2.0)	275 462.3

^a This does not include resources related to the trust fund on the Multinational Security Support Mission in Haiti, established pursuant to Security Council resolution 2699 (2023).

Table 29B.31

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component/subprogramme	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	9	—	—	—	—	9
B. Programme of work		—	—	—	—	
1. Support operations						
Component 1: Human resources support	20	—	—	—	—	20
Component 2: Capacity development and operational training	5	—	—	—	—	5
Component 3: Health-care management and occupational safety and health	16	—	—	—	—	16

Part VIII Common support services

Component/subprogramme	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
2. Supply chain management						
Component 1: Integrated supply chain management	36	—	—	—	—	36
Component 2: Uniformed capabilities support	3	—	—	—	—	3
3. Special activities	3	—	—	—	—	3
4. Administration, New York	260	—	—	—	—	260
Subtotal, B	343	—	—	—	—	343
C. Programme support	14	—	—	—	—	14
Subtotal, 1	366	—	—	—	—	366

(2) *Other assessed*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	36	—	36
B. Programme of work			
1. Support operations			
Component 1: Human resources support	74	(2)	72
Component 2: Capacity development and operational training	30	(1)	29
Component 3: Health-care management and occupational safety and health	18	(1)	17
2. Supply chain management			
Component 1: Integrated supply chain management	169	(2)	167
Component 2: Uniformed capabilities support	37	(2)	35
3. Special activities	47	(1)	46
4. Administration, New York	21	—	21
Subtotal, C	396	(9)	387
D. Programme support	13	—	13
Subtotal, 2	445	(9)	436

(3) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	—	—	—
B. Programme of work			
1. Support operations			
Component 1: Human resources support	1	—	1

Section 29B Department of Operational Support

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Component 2: Capacity development and operational training	—	—	—
Component 3: Health-care management and occupational safety and health	12	—	12
2. Supply chain management			
Component 1: Integrated supply chain management	3	—	3
Component 2: Uniformed capabilities support	—	—	—
3. Special activities	12	—	12
4. Administration, New York	46	—	46
Subtotal, C	74	—	74
D. Programme support	8	—	8
Subtotal, 3	82	—	82
Total (1+2+3)	893	(9)	884

Table 29B.32

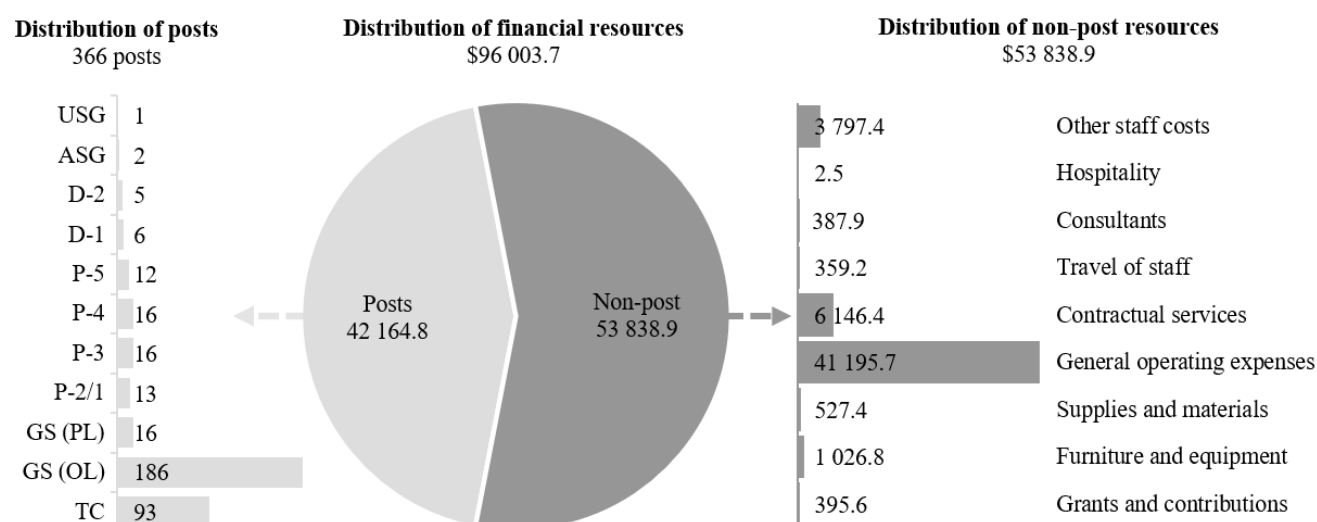
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

			Changes					2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	40 446.4	42 004.3	160.5	—	—	160.5	0.4	42 164.8
Non-post	56 250.2	54 241.7	(559.0)	71.1	85.2	(402.8)	(0.7)	53 838.9
Total	96 696.6	96 246.0	(398.5)	71.1	85.2	(242.3)	(0.3)	96 003.7
Post resources by category								
Professional and higher		71	—	—	—	—	—	71
General Service and related		295	—	—	—	—	—	295
Total		366	—	—	—	—	—	366

Figure 29B.XI
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29B.110 As shown in table 29B.30 (1), resource changes reflect a net decrease of \$398,500, as follows:

- Subprogramme 2, component 1, Integrated supply chain.** A decrease of \$32,900 under consultants relating to the removal of a non-recurrent provision for consultancy services for the expansion of the contract performance rating tool and instant feedback system to all Secretariat entities, including offices away from Headquarters and the regional commissions in 2024;
- Subprogramme 4, Administration, New York.** A decrease of \$457,100, which reflects the net effect of: (i) an increase of \$69,000 relating to the higher provision at continuing vacancy rates for one post (P-3) established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts; and (ii) a decrease of \$526,100 under general operating expenses relating to the removal of a non-recurrent provision for office space alterations for 38 posts and temporary positions established under section 8, Legal affairs, section 9, Economic and social affairs, section 10, Least developed countries, landlocked developing countries and small island developing States, and section 28, Global communications, pursuant to General Assembly resolutions [78/252](#) and [78/253](#) (section IX);
- Programme support.** An increase of \$91,500 relating to the higher provision at continuing vacancy rates for one post (P-5) established in 2024, pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts.

New and expanded mandates

29B.111 As presented in table 29B.30 (1), resources changes reflect an increase of \$71,000 under subprogramme 4, Administration, New York, for a non-recurrent provision under general operating expenses for office space alteration for five posts proposed for establishment under section 10, Least

developed countries, landlocked developing countries and small island developing States, pursuant to General Assembly resolution 78/233 (see A/79/6 (Sect. 10) for additional details).

Other changes

29B.112 As shown in table 29B.30 (1), resource changes reflect a net increase of \$85,200, as follows:

- (a) **Subprogramme 1, component 2: Capacity development and operational training.** The increase of \$29,400 reflects the net effect of:
 - (i) An increase of \$22,200 under consultants, reflecting additional requirements for specialized consultancy services in support of multilingualism, Enhanced Training for High-level Operational Support and advanced training for heads of operational support on special skills required to handle complexities in these operational areas. The increase is partially offset by reduced requirements for consultancy services in the area of personal preparedness, owing to completion of training development in that area;
 - (ii) An increase of \$57,400 under contractual services, attributable to higher requirements for technical services in support of multilingualism, as well as operational and capacity-development programmes, such as business process improvement and knowledge management areas, in view of projected demands from clients and expected requirements in these areas;
 - (iii) A decrease of \$50,200 under furniture and equipment attributable to lower requirements for specialized eLearning licences in support of multilingualism, including language and communication skills training, due to changes in the design, development and delivery of the multilingualism projects planned for 2025;
- (b) **Subprogramme 1, component 3, Health-care management and occupational safety and health.** The net decrease of \$29,400, mainly under other staff costs, which reflects the proposed redeployment of one general temporary assistance position of Senior Medical Officer (P-5) from New York to Brindisi, to cover emergency preparedness and response to mass casualty events. The redeployment of the position would allow for physical location and time zones closer to duty stations outside of United Nations Headquarters and would provide for more efficient communications and considerably shorter travel times for deployment in emergencies outside of New York. The scope of the position encompasses all aspects related to trauma care, from single casualty and casualty evacuation (CASEVAC) to mass casualty incident preparedness and response and the development of a casualty tracking system;
- (c) **Subprogramme 4, Administration, New York.** The increase of \$85,200 reflecting a non-recurrent provision under general operating expenses for office space alteration for six general temporary assistance positions proposed for establishment in New York under section 30, Internal oversight (see A/79/6 (Sect. 30) for additional details).

Other assessed resources

29B.113 As reflected in tables 29B.30 (2) and 29B.31 (2), other assessed resources under the support account for peacekeeping operations for 2025 amount to \$116,337,500. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General (A/78/746).

Extrabudgetary resources

29B.114 As reflected in tables 29B.30 (3) and 29B.31 (3), extrabudgetary resources for 2025 amount to \$63,121,100. The resources would complement regular budget resources and would be used mainly to provide for 82 posts (5 P-5, 9 P-4, 12 P-3, 5 P-2/1, 12 General Service (Principal level), 36 General Service (Other level), 3 Trades and Crafts) and non-post resources. The resources would be used to:

- (a) Strengthen capacities for renewable energy in peacekeeping operations;

- (b) Provide support and services to agencies, funds and programmes in human resources, capacity development and health-care management in the following areas: language proficiency examinations, language and communications programmes and the administration of special exams; and the facilitation of rostering and medical consultations, travel health advisories, immunizations and other medical administrative matters, such as medical clearances, sick leave certification and recommendations for medical evacuations/repatriations. Extrabudgetary resources support the client offices funded from extrabudgetary sources in the areas of facilities management and office space, travel and transportation and pouch and mail services, human resources services for processing separations, onboarding and complex entitlements, operational and transactional functions consisting of payroll, accounts payable and commercial insurance, and the processing of tax advances and settlements of federal and state taxes for United States citizens and residents employed by the United Nations and its agencies, funds and programmes;
 - (c) Support procurement actions in the areas of corporate support services for field and Headquarters operations and continuation of the project to implement gender-sensitive designs for infrastructure;
 - (d) Support the triangular partnership programme, a capacity-building model aimed at training uniformed personnel in the peacekeeping-enabling capacity through collaboration among Member States with expertise and resources, troop-contributing countries and the Secretariat.
- 29B.115 The extrabudgetary resources under the present section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

Executive direction and management

- 29B.116 The executive direction and management component comprises the Offices of the Under-Secretary-General, the Assistant Secretary-General for Support Operations and the Assistant Secretary-General for Supply Chain Management.
- 29B.117 The overall responsibilities of the executive direction and management component include the following functions:
- (a) The overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work, including co-chairing of the Management Client Board by the Under-Secretary-General, jointly with the Under-Secretary-General for Management Strategy, Policy and Compliance, and assisted by the Assistant Secretaries-General for Support Operations and for Supply Chain Management;
 - (b) Provision of leadership and direction to support clients across the Secretariat, through guidance and advisory services in their exercise of authorities for the successful implementation of mandates relating to human resources, health-care management and occupational health and safety, as well as capacity development and operational training;
 - (c) Overall administration and management of all the activities of the Office of Supply Chain Management and the provision of leadership and direction relating to the implementation and coordination of the organizational entities, which together form the Organization's integrated supply chain and uniformed capabilities support.
- 29B.118 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Department is mainstreaming environmental management practices into its operations through a variety of Secretariat-wide and facility management projects. The Department's long-term approach includes providing technical guidance and advisory support to peacekeeping operations and field-based special political missions to facilitate and implement the Department's environment strategy for peace operations, the environmental

management of the United Nations campus and facilities, and the environmental initiatives in the area of supply chain management. As requested by the General Assembly in its resolution [76/274](#), the Department developed the Way Forward: Environment Strategy for Peace Operations 2023–2030 to ensure continuity with the work done in environmental management in the context of peace operations.

29B.119 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29B.33.

29B.120 The Department has improved its compliance rate by issuing frequent reminders about the policy, developing activity calendars to anticipate trips and encouraging early engagement with relevant stakeholders by strengthening coordination and communication with partners. In addition, internal controls were applied to limit non-compliant trips, such as escalation to senior management and provision of strong justification, and limited exceptions allowed such as external factors including delays in the processing of travel documents and visas, security clearances and trip criticality. The Department will continue to monitor its compliance rate, ensure timely scheduling of meetings and emphasize travel policy requirements to meeting participants. In 2023, the Department continued to submit all its documents within the prescribed timelines.

Table 29B.33

Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	57	46	80	100	100

29B.121 The proposed regular budget resources for 2025 amount to \$1,962,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.34 and figure 29B.XIV.

Table 29B.34

Executive direction and management: evolution of financial and post resources

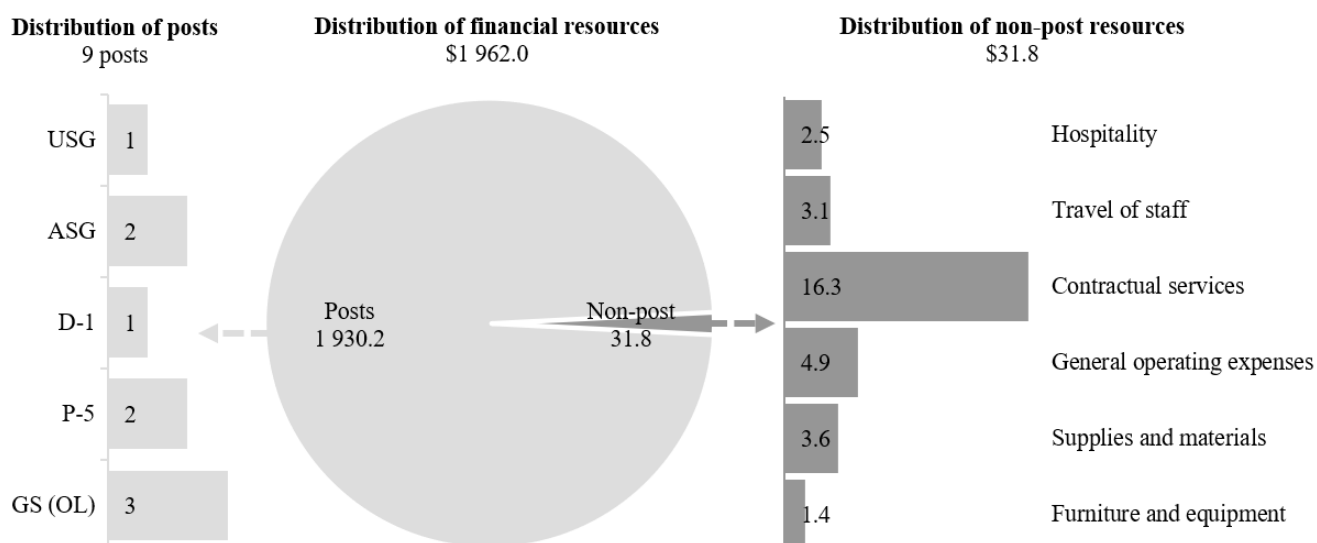
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	1 919.5	1 930.2	—	—	—	—	—	1 930.2
Non-post	98.9	31.8	—	—	—	—	—	31.8
Total	2 018.4	1 962.0	—	—	—	—	—	1 962.0
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		3	—	—	—	—	—	3
Total		9	—	—	—	—	—	9

Figure 29B.XII

Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

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

29B.122 The proposed regular budget resources for 2025 amount to \$3,585,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.35 and figure 29B.XIII.

Table 29B.35

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

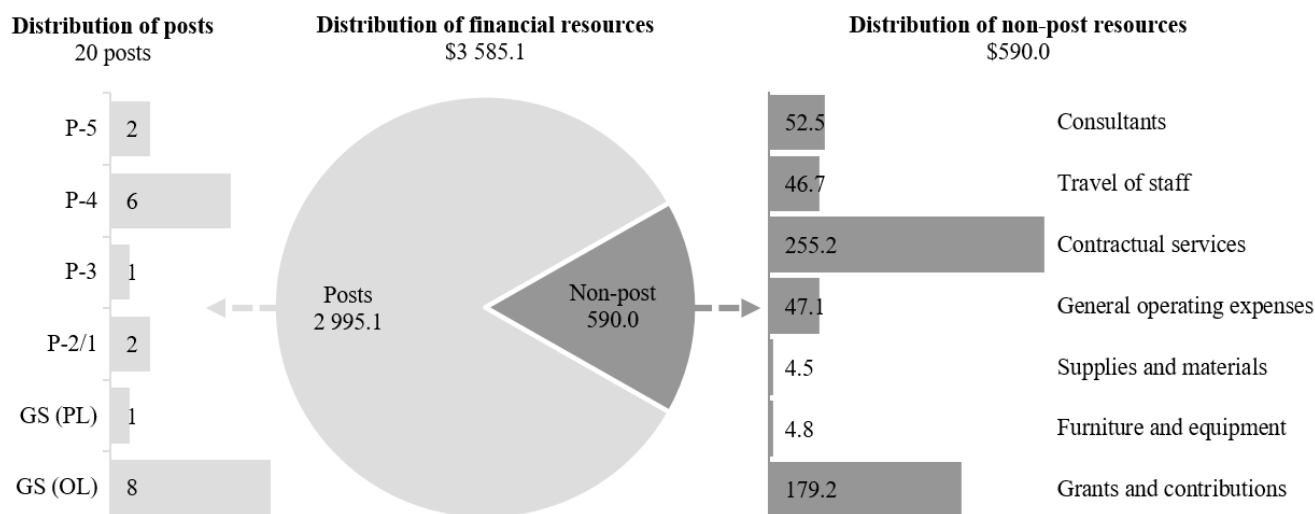
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Posts	3 328.0	2 995.1	—	—	—	—	—	2 995.1	
Non-post	857.4	590.0	—	—	—	—	—	590.0	
Total	4 185.4	3 585.1	—	—	—	—	—	3 585.1	
Post resources by category									
Professional and higher		11	—	—	—	—	—	11	
General Service and related		9	—	—	—	—	—	9	
Total		20	—	—	—	—	—	20	

Figure 29B.XIII

Subprogramme 1, component 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Component 2

Capacity development and operational training

29B.123 The proposed regular budget resources for 2025 amount to \$6,606,900 and reflect a net increase of \$29,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 29B.111 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.36 and figure 29B.XIV.

Table 29B.36

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

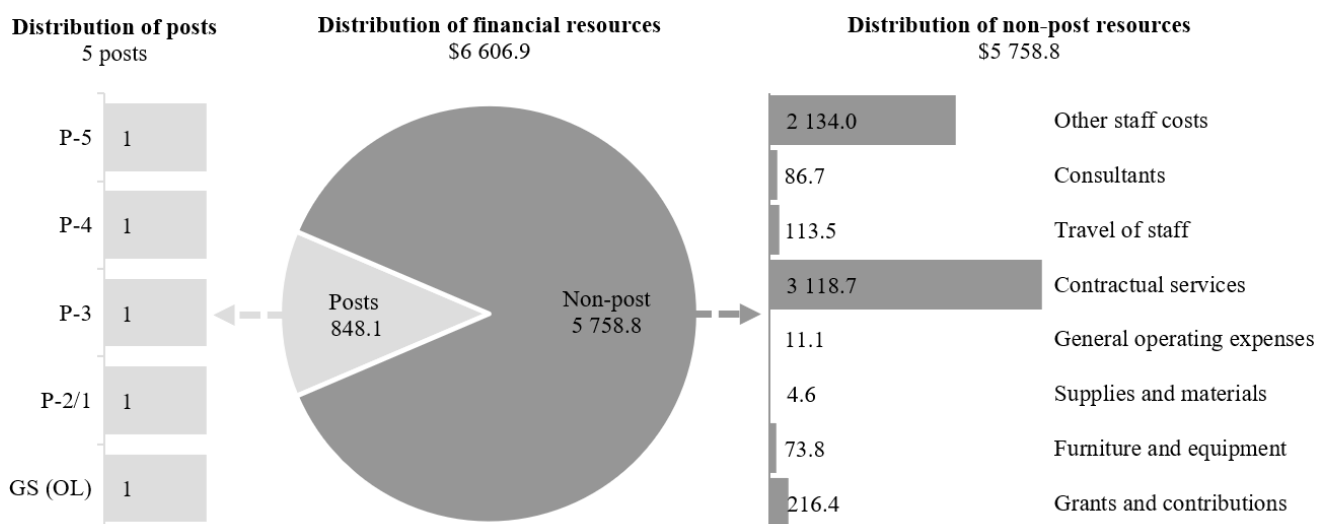
(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	549.3	848.1	—	—	—	—	—	848.1
Non-post	5 869.9	5 729.4	—	—	29.4	29.4	0.5	5 758.8
Total	6 419.2	6 577.5	—	—	29.4	29.4	0.4	6 606.9
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		1	—	—	—	—	—	1
Total		5	—	—	—	—	—	5

Figure 29B.XIV

Subprogramme 1, component 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Component 3

Health-care management and occupational safety and health

29B.124 The proposed regular budget resources for 2025 amount to \$3,459,200 and reflect a net decrease of \$29,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 29B.111 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.37 and figure 29B.XV.

Table 29B.37

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

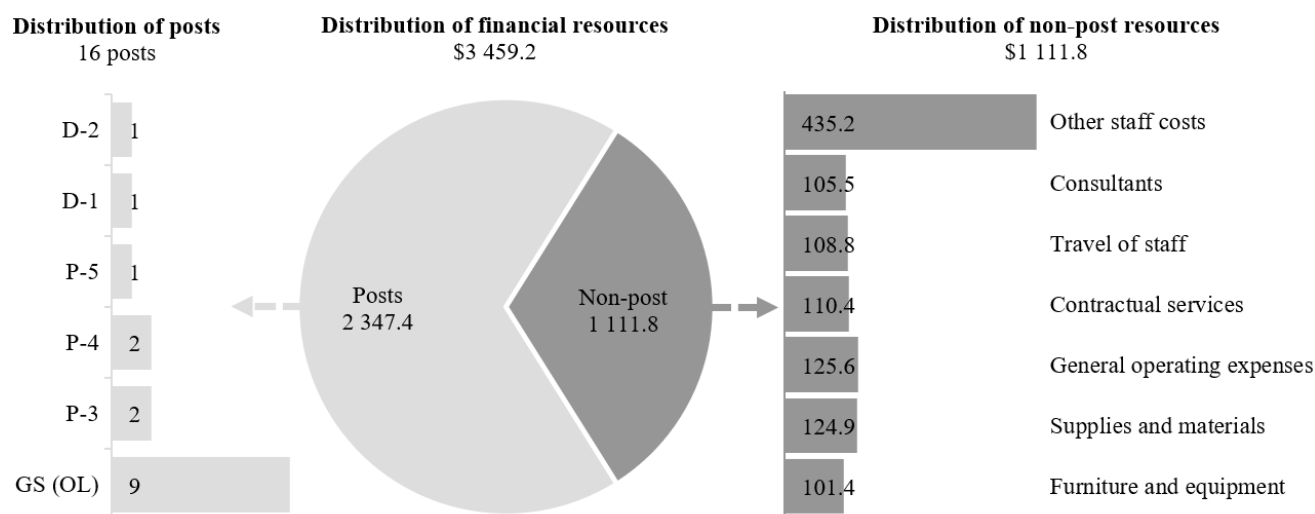
(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	2 577.8	2 347.4	—	—	—	—	—	2 347.4
Non-post	1 285.9	1 141.2	—	—	(29.4)	(29.4)	(2.6)	1 111.8
Total	3 863.7	3 488.6	—	—	(29.4)	(29.4)	(0.8)	3 459.2
Post resources by category								
Professional and higher		7	—	—	—	—	—	7
General Service and related		9	—	—	—	—	—	9
Total		16	—	—	—	—	—	16

Figure 29B.XV

Subprogramme 1, component 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 2

Supply chain management

Component 1

Integrated supply chain management

29B.125 The proposed regular budget resources for 2025 amount to \$4,803,800 and reflect a decrease of \$32,900 compared with the approved budget for 2024. The proposed change is explained in paragraph 29B.109 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.38 and figure 29B.XVI.

Table 29B.38

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

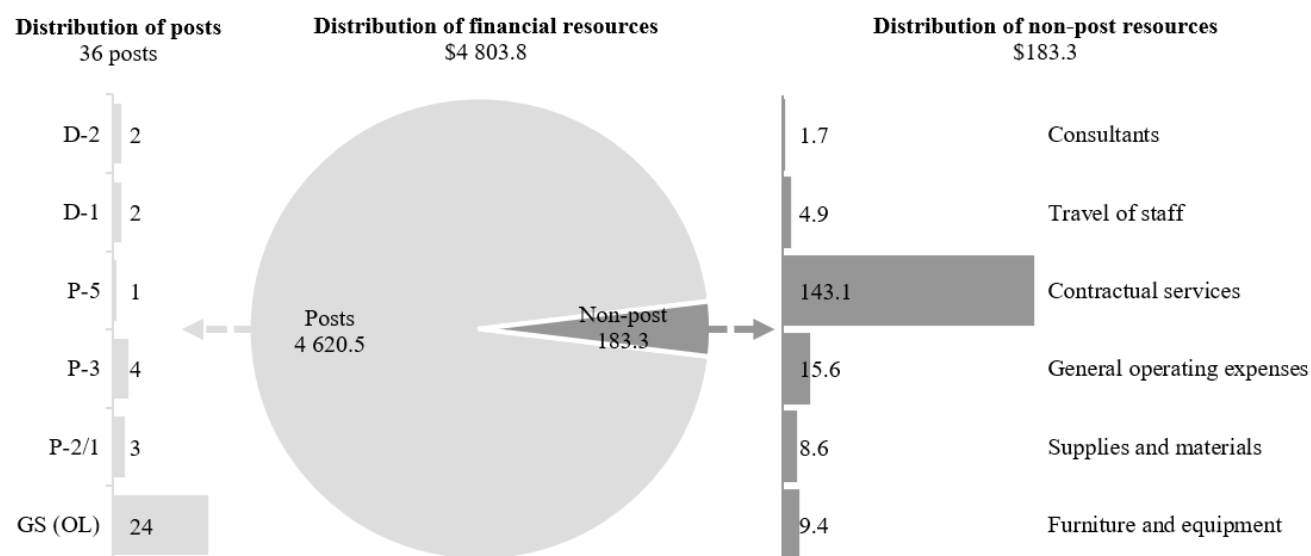
(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	3 623.2	4 620.5	—	—	—	—	—	4 620.5
Non-post	119.6	216.2	(32.9)	—	—	(32.9)	(15.2)	183.3
Total	3 742.8	4 836.7	(32.9)	—	—	(32.9)	(0.7)	4 803.8
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		24	—	—	—	—	—	24
Total		36	—	—	—	—	—	36

Figure 29B.XVI

Subprogramme 2, component 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Component 2

Uniformed capabilities support

29B.126 The proposed regular budget resources for 2025 amount to \$337,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.39 and figure 29B.XVII.

Table 29B.39

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

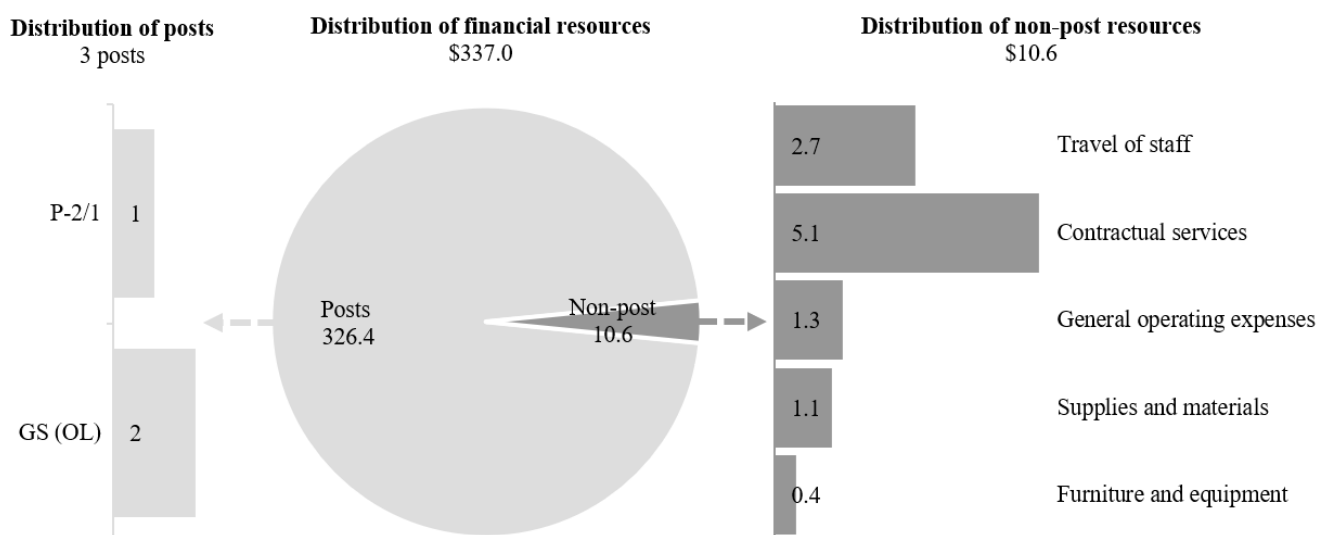
(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	354.6	326.4	—	—	—	—	—	326.4
Non-post	10.1	10.6	—	—	—	—	—	10.6
Total	364.7	337.0	—	—	—	—	—	337.0
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		2	—	—	—	—	—	2
Total		3	—	—	—	—	—	3

Figure 29B.XVII

Subprogramme 2, component 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3

Special activities

29B.127 The proposed regular budget resources for 2025 amount to \$1,208,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.40 and figure 29B.XVIII.

Table 29B.40

Subprogramme 3: evolution of financial and post resources

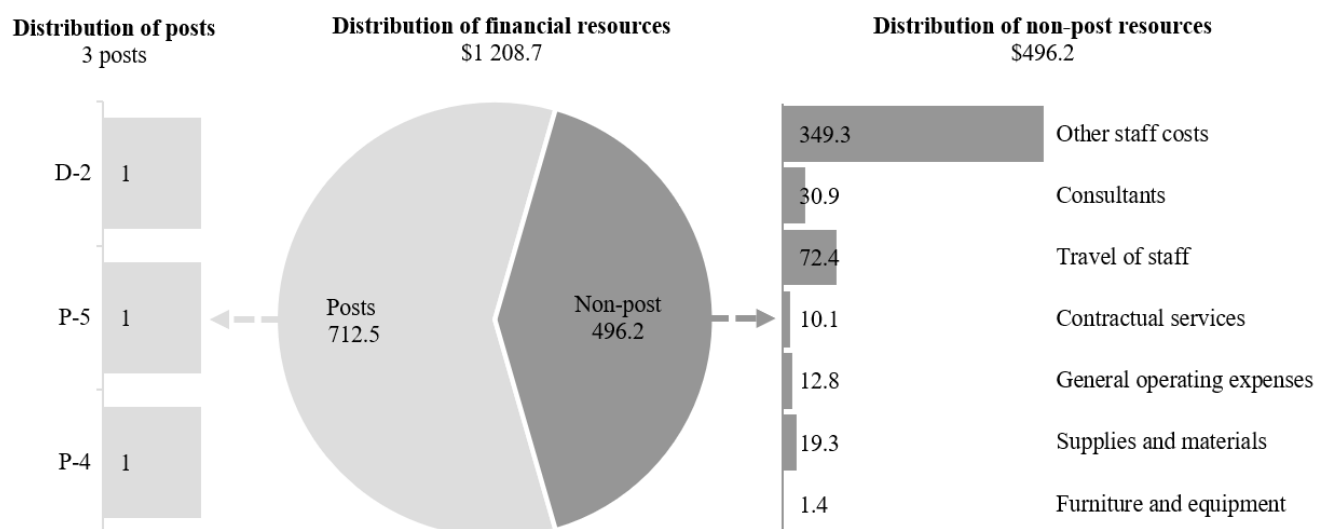
(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	598.0	712.5	—	—	—	—	—	712.5
Non-post	531.5	496.2	—	—	—	—	—	496.2
Total	1 129.5	1 208.7	—	—	—	—	—	1 208.7
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 29B.XVIII

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)


**Subprogramme 4
Administration, New York**

29B.128 The proposed regular budget resources for 2025 amount to \$71,978,100 and reflect a decrease of \$300,900 compared with the approved budget for 2024. The proposed change is explained in paragraphs 29B.109 (b), 29B.110 and 29B.111 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.41 and figure 29B.XIX.

Table 29B.41

Subprogramme 4: evolution of financial and post resources

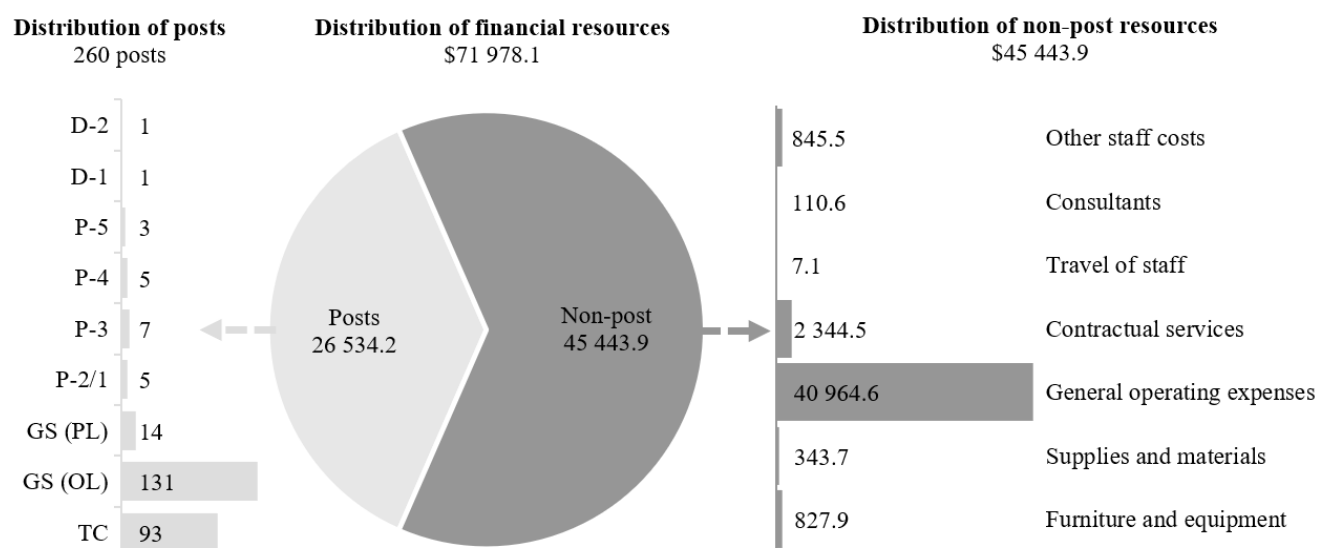
(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	26 051.9	26 465.2	69.0	—	—	69.0	0.3	26 534.2
Non-post	47 379.3	45 813.8	(526.1)	71.0	85.2	(369.9)	(0.8)	45 443.9
Total	73 431.2	72 279.0	(457.1)	71.0	85.2	(300.9)	(0.4)	71 978.1
Post resources by category								
Professional and higher		22	—	—	—	—	—	22
General Service and related		238	—	—	—	—	—	238
Total		260	—	—	—	—	—	260

Figure 29B.XIX

Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

**Programme support**

29B.129 The proposed regular budget resources for 2025 amount to \$2,062,900 and reflect an increase of \$91,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 29B.109 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.42 and figure 29B.XX.

Table 29B.42

Programme support: evolution of financial and post resources

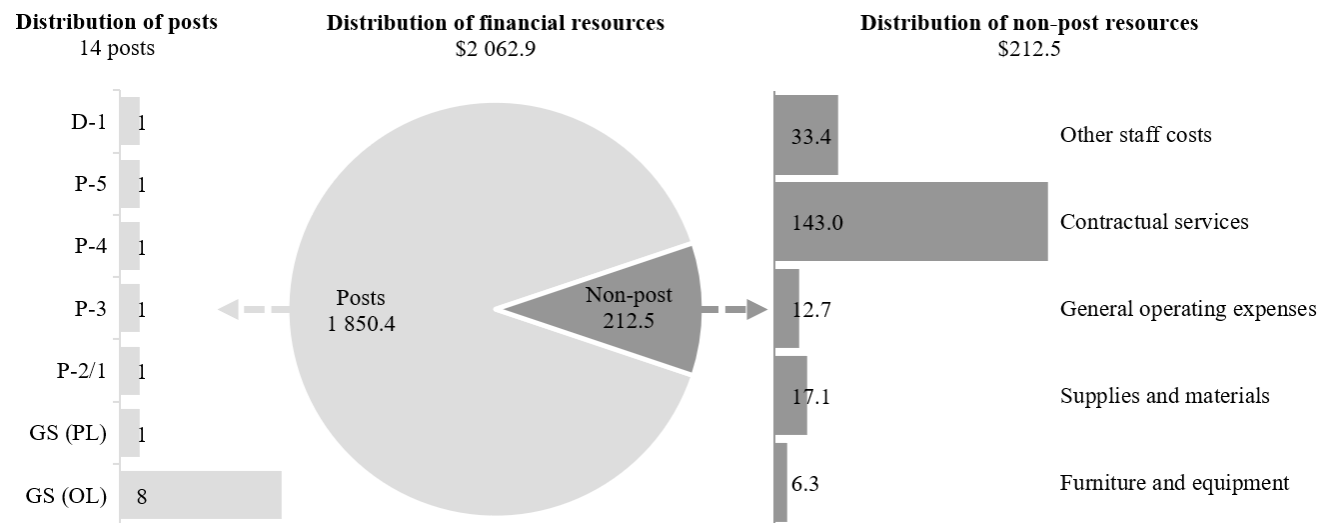
(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	1 444.2	1 758.9	91.5	—	—	91.5	5.2	1 850.4
Non-post	97.5	212.5	—	—	—	—	—	212.5
Total	1 541.6	1 971.4	91.5	—	—	91.5	4.6	2 062.9
Post resources by category								
Professional and higher		5	—	—	—	—	—	5
General Service and related		9	—	—	—	—	—	9
Total		14	—	—	—	—	—	14

Figure 29B.XX

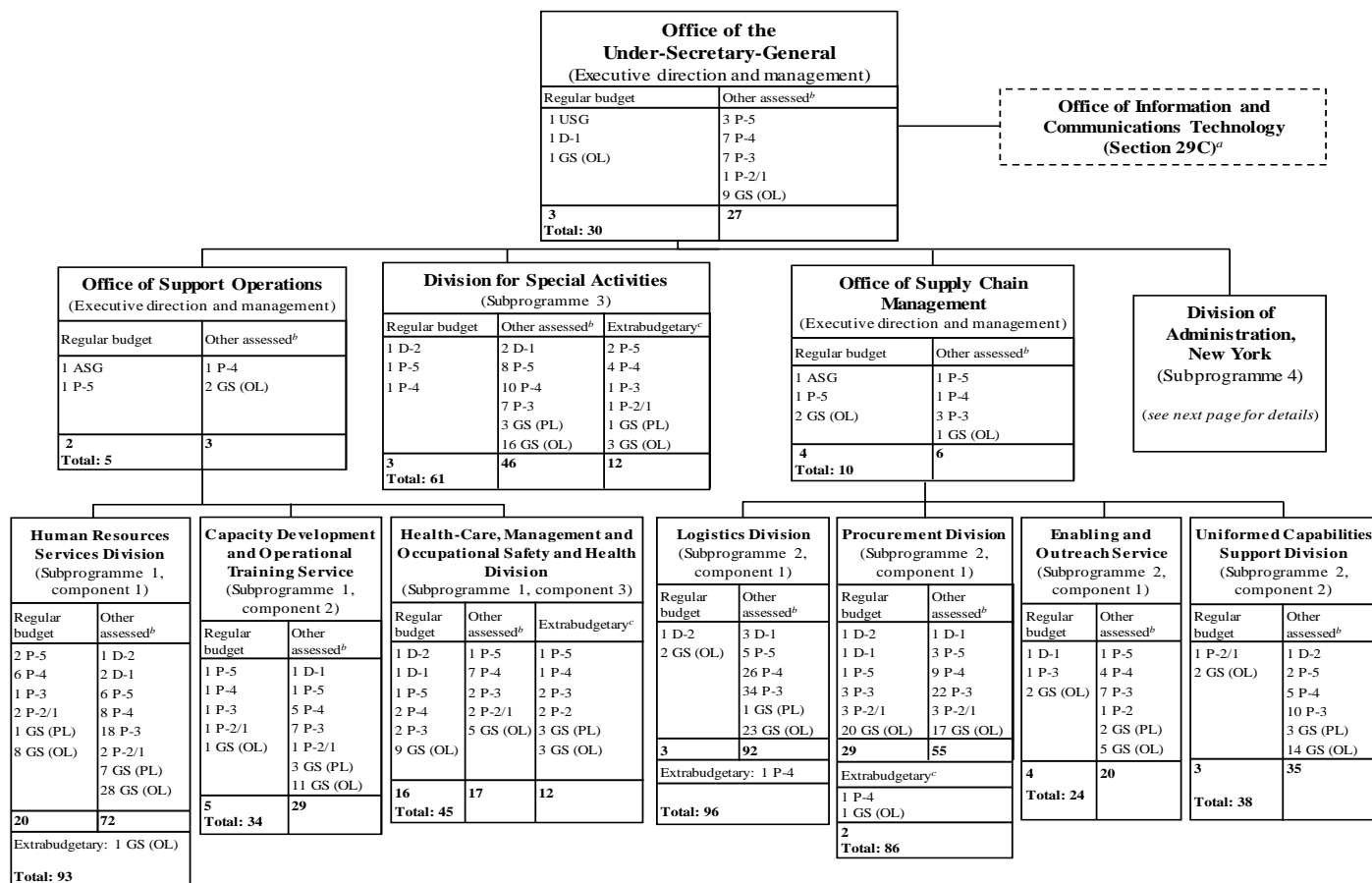
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

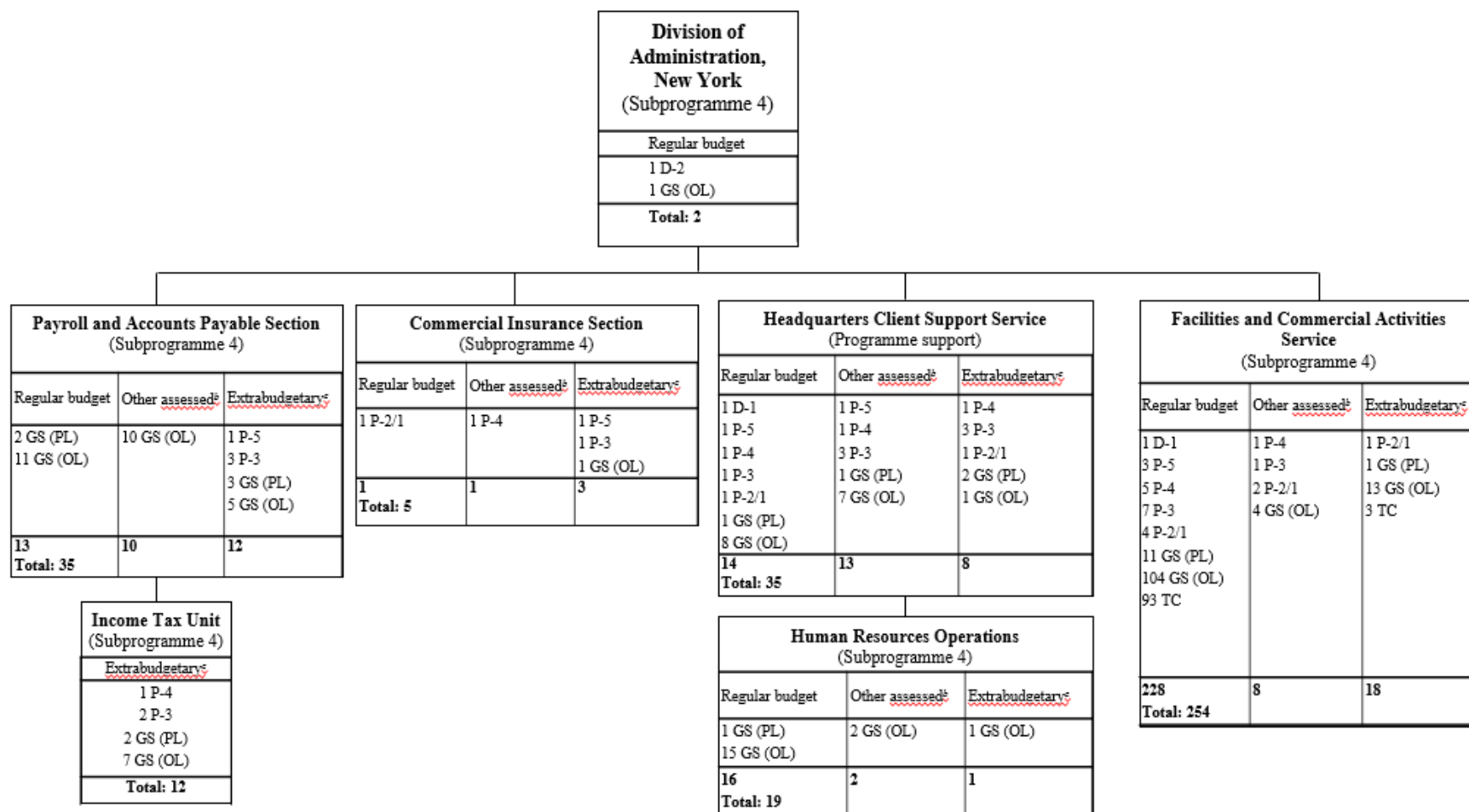


Annex

Organizational structure and post distribution for 2025



Organizational structure and post distribution for 2025 (continued)



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); OA, other assessed; RB, regular budget; TC, Trades and Crafts; USG, Under-Secretary-General.

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

^b Other assessed resources are based on those proposed for the period 2024/25 (see [A/78/746](#)).

^c Extrabudgetary resources are based on the estimate for 2025.