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Programme planning

Proposed programme budget for 2021

Part X

Jointly financed administrative activities and special expenses

Section 31

Jointly financed administrative activities

Programme 27

Jointly financed activities

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

** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



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I. International Civil Service Commission

Foreword

Since assuming my position as Chair of the International Civil Service Commission (ICSC), my focus has been on striving to attain excellent conditions of service. The Commission plays a key role in enabling its member organizations to deliver on their mandates. The most valuable resource of the United Nations common system is its staff, and while it is important that the organizations are able to attract the best staff, it is also important that they be able to retain those staff.

With the reaffirmation of the role of ICSC in General Assembly resolution [74/255 A](#), I will lead the Commission in recommending proposals that will continue to improve conditions of employment that enable staff to thrive within the United Nations common system. In the light of Assembly in its resolution [74/255 B](#), we will be proceeding, in 2021, with the finalization of the preparations for a new round of cost-of-living surveys, including making adjustments to the post adjustment methodology. The objective is to make the post adjustment system more stable and predictable. This also applies to the salary survey methodology for locally recruited staff, which is expected to be completed in 2021, whereupon the first surveys would be undertaken under that methodology.

ICSC strives to build a modern, forward-looking civil service that supports the achievement of the Sustainable Development Goals and one that has a significant impact on the duty of care by member organizations for staff members.

(Signed) Larbi **Djacta**
Chair of the International Civil Service Commission

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

Overall orientation

Mandates and background

- 31.1 The International Civil Service Commission (ICSC) was established pursuant to General Assembly resolution 3357 (XXIX) and is responsible for the regulation and coordination of the conditions of service for the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. In the exercise of its functions, the Commission is guided by the principles set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements.

Programme of work

Objective

- 31.2 The objective, to which ICSC contributes, is to ensure fair and harmonized conditions of service for staff in the United Nations common system.

Strategy

- 31.3 To contribute to fair and harmonized conditions of service for staff in the United Nations common system, the Commission will continue to develop and strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles, apply the methodologies for determining salaries and post adjustment classifications, and provide guidance and advice on the administration of human resources management policies and systems, including job evaluation standards and tools, and substantive support for all stakeholders. This work is expected to result in equitable conditions of service in each duty station and a coherent and effective human resources management system that is closely aligned with the achievement of organizational goals and objectives. Past results in this area include a generally consistent application of the Commission's policies, systems, standards and methodologies, as evidenced by the annual reporting of common system organizations to the Commission.
- 31.4 The Commission will also lend its expertise to stakeholders and will work closely with the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB), seek feedback from organizations on the conditions of service of staff, conduct workshops to educate staff on the work of the Commission and on the benefits and entitlements available to staff of the United Nations common system and carry out periodic global surveys to solicit information from the staff at large, all in an effort to determine the most appropriate conditions of service. The Commission will analyse the conditions of service of staff in difficult duty stations. In 2021, the focus will be on the hardship allowance and on possible duty of care recommendations based on feedback received through staff surveys and from executive heads of common system organizations regarding a need for continuous review and improvements due to instability and the changing needs of staff, especially in field locations.

External factors for 2021

- 31.5 With regard to the external factors, the overall plan for 2021 is based on the planning assumption that organizations of the United Nations common system provide timely information, as requested by ICSC, and that they fully implement its decisions and recommendations.
- 31.6 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, at its fifty-first session, ICSC adopted the framework for human resources management to guide policy and practice in the organizations of the United Nations common system. The framework identifies core human resources elements with clear explanations of how all the various areas are linked and what principles should guide the work in each area. The most recent revision, in 2018, included a section on gender and diversity. As scheduled in its programme of work for 2020/21, the ICSC secretariat will collect information from common system organizations in order to compile a comprehensive report on gender and diversity within the common system.

Programme performance in 2019 against planned result

- 31.7 A planned result for 2019, which is up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for the United Nations common system, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by 100 per cent completion rate of all requests for hardship classification of field duty stations. Having up-to-date classifications ensures that staff entitlements are current and that there are no temporary losses or gains on the part of staff.

Programme performance in 2019: International Civil Service Commission supporting the United Nations common system

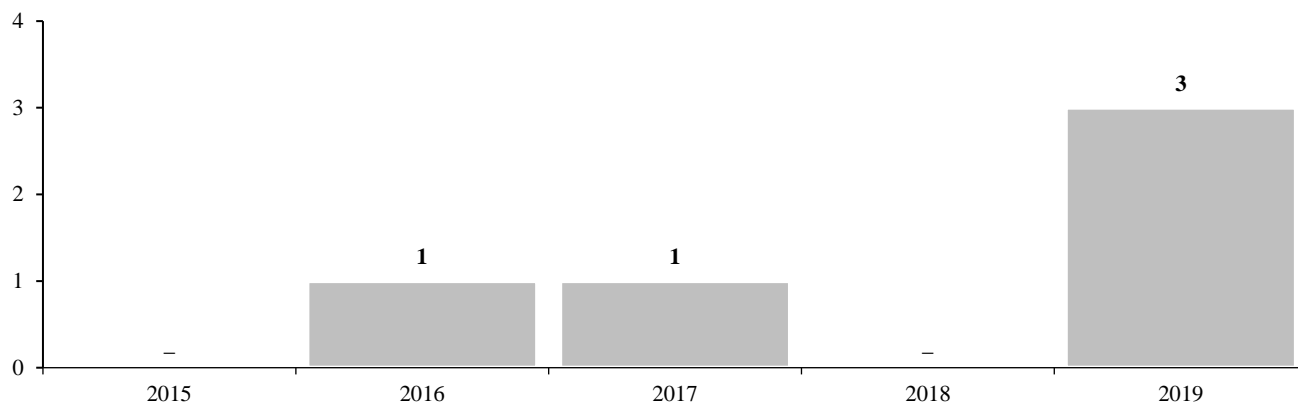
- 31.8 Building on the knowledge gained in 2018, ICSC aimed to develop a single unified international civil service through the application of common personnel standards, methods and arrangements. When the Commission was established in 1975, 12 organizations (including the United Nations and its affiliated programmes and specialized agencies) accepted the Statute of ICSC. With the acceptance of the Statute came the formation of the United Nations common system and a common system of salaries, allowances and other conditions of service. Over the years, organizations in the common system have benefited from economies of scale in that there is a central maintenance of salary scales and allowance schedules, equity in the form of a uniform approach to conditions of service and cost-efficiency, enabling Member States to review a common set of employment conditions.
- 31.9 A number of international organizations have recognized the benefits of being a part of the United Nations common system and have therefore accepted the Statute of ICSC. The current membership of the Commission stands at 28 organizations. Since the Commission's completion of the revised compensation package, which was endorsed by the General Assembly in its resolution [70/244](#) in 2015, the Commission, compared with prior years, has conducted more frequent compensation workshops in various regions, namely, in South America, Africa and, more recently, in the Middle East, providing information on the revised package, to which not only common system staff attend, but also staff from other international organizations that follow the system. Furthermore, ICSC has launched a more user-friendly website that, among other things, provides details on changes in the compensation package and on the common system.

Progress towards the attainment of the objective, and performance measure

- 31.10 This work contributed to fair and harmonized conditions of service for staff in the United Nations common system, as demonstrated by the fact that, in the light of the efforts of ICSC, a growing number of organizations are expressing interest in being a part of the common system or are following the system of salaries, allowances and other conditions of service. Two organizations

joined in 2016 and 2017 and three more have recently expressed an interest in being part of the common system. Those organizations are currently under review prior to being accepted in the common system. Thirty-six additional international organizations are following the system of salaries and allowances and conditions of service established by the Commission but have not formally requested to be part of the common system. The presence of new organizations within the common system brings added advantage, given that new ideas and experiences are shared with the Commission and among the organizations, which benefit the common system as a whole.

Figure 31.I
Performance measure: number of organizations joining/interested in the United Nations common system



Planned results for 2021

Result 1: improved compensation package (result carried over from 2020)

31.11 ICSC will continue the work related to the compensation package, in line with its mandate, and will conduct surveys to gather information regarding the conditions of service before proposing any adjustments and to better support the decision-making by Member States with regard to any adjustments to the compensation package, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 31.1
Performance measure

2017	2018	2019	2020	2021
N/A	Implementation of the new United Nations common system compensation package ongoing by all 28 organizations of the common system in a consistent fashion	Full implementation of the new common system compensation package by all 28 organizations of the common system	Full and consistent implementation of the compensation package by all organizations of the common system and feedback from Member States on the usefulness of the information provided with regard to the package	Qualitative and quantitative feedback received from staff and organizations reflect that the compensation package meets its intended goals and has a positive impact on organizational programme delivery

Abbreviation: N/A, not applicable.

Result 2: focusing more on the needs of stakeholders (new result)

- 31.12 The Commission’s mandate, contained in the Statute of ICSC, covers most facets of staff employment conditions. On some matters, such as post adjustment, the daily subsistence allowance and the hardship scheme, the Commission is mandated to make decisions. In other areas, such as professional salaries and the education grant, the Commission makes recommendations to the General Assembly, which takes the final decision on these matters, and on some other matters the Commission makes recommendations to the executive heads of organizations, such as on human resources policy issues or local salary scales at Headquarters duty stations.
- 31.13 For all those areas, ICSC has consistently, since its inception, involved stakeholders in the process of making decisions and recommendations. When conducting reviews, the Commission sometimes forms working groups in which organizations and staff are represented. Decisions are taken in the presence of all working group members and those decisions are brought before the full Commission, where staff and organizations are also represented and allowed to express their opinions on the issues in question. All points of view are taken into consideration and sometimes a decision could be made to further review the item or to present it to the General Assembly.

Internal challenge and response

- 31.14 The challenge for ICSC was that the interests of staff and organizations on compensation matters are not always aligned, as evidenced by the action taken by staff in Geneva in 2019 following the completion of the 2016 round of the cost-of-living survey in Geneva, which led to a reduction in the post adjustment multiplier. While the survey in Geneva was conducted in the same manner and based on the same methodology as in all other duty stations, it resulted in a decrease in the cost of living and, as a result, lawsuits were filed by a number of staff in Geneva.
- 31.15 In response, in order to avoid a similar situation in the future, ICSC will increase communication with all stakeholders not only on the various aspects of the United Nations common system compensation, but also on the role of the Commission. To that effect, the Commission will place more efforts on building a robust communication strategy. It will have more frequent issuances on various entitlements and allowances, changes in compensation, information about the Commission and its role and question-and-answer sessions for the staff at large.

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

- 31.16 This work is expected to contribute to fair and harmonized conditions of service for staff in the United Nations common system, which would be demonstrated by the absence of litigation from staff and an expressed understanding by staff and organizations of the compensation package and the role of the Commission.

Table 31.2
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Staff litigation against a decision by the Commission	Better understanding by staff of the role of the Commission	Absence of litigation from staff

Abbreviation: N/A, not applicable.

Legislative mandates

31.17 The list below provides all mandates entrusted to ICSC.

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission	74/255 A-B	United Nations common system
67/257	United Nations common system: report of the International Civil Service Commission		

Deliverables

31.18 Table 31.3 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 31.3

International Civil Service Commission: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. International Civil Service Commission annual report	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	51	52	51	52
2. Meetings of the Fifth Committee	1	1	1	1
3. Meeting of the Committee for Programme and Coordination	1	1	1	1
4. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. Meeting with the Advisory Committee on Post Adjustment Questions	1	1	1	1
6. Meetings of the International Civil Service Commission	1	2	1	2
7. Working group meetings of the International Civil Service Commission on specific issues of conditions of service	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	42	42	42	42
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	17	17	17	17
8. Monthly (or bimonthly) revisions and promulgations of post adjustment and rental subsidy thresholds	9	9	9	9
9. Monthly (or bimonthly) revisions and promulgations of approximately 400 daily subsistence allowance rates	8	8	8	8
Publications (number of publications)	6	6	6	6
10. Salaries and allowances booklet	1	1	1	1
11. Post adjustment booklet	2	2	2	2
12. Guide to mobility and hardship scheme and related arrangements	1	1	1	1
13. Information on danger pay locations	1	1	1	1
14. Rest and recuperation framework	1	1	1	1

Section 31 **Jointly financed administrative activities**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advice to the United Nations Appeals Tribunal and the International Labour Organization Administrative Tribunal on specific areas relating to human resources management, information meetings with Member States and organizations outside the United Nations common system.

E. Enabling deliverables

Administration: update and maintenance of the International Civil Service Commission website, preparation of documentation and substantive documents for the Commission and the Advisory Committee on Post Adjustment Questions reports, research papers on specific issues raised by Member States, organizations and staff representatives (restricted documents of the Commission), salary surveys and cost-of-living surveys carried out at field duty stations.

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

International Civil Service Commission

Overview

31.19 The proposed jointly financed resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 31.4 to 31.6.

Table 31.4
Financial resources
 (Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	7 545.6	6 521.1	–	–	–	–	–	6 521.1	184.9	6 706.0
Other staff costs	40.5	132.6	–	–	–	–	–	132.6	2.6	135.2
Compensation: non-staff	623.3	577.2	–	–	–	–	–	577.2	–	577.2
Hospitality	2.5	3.3	–	–	–	–	–	3.3	0.1	3.4
Consultants	199.9	528.4	–	–	–	–	–	528.4	10.0	538.4
Travel of representatives	482.9	542.9	–	–	–	–	–	542.9	10.3	553.2
Travel of staff	278.1	251.9	–	–	–	–	–	251.9	4.8	256.7
Contractual services	230.2	132.0	–	–	–	–	–	132.0	2.5	134.5
General operating expenses	1 480.5	956.6	–	–	–	–	–	956.6	18.1	974.7
Supplies and materials	9.3	30.3	–	–	–	–	–	30.3	0.6	30.9
Furniture and equipment	8.6	53.4	–	–	–	–	–	53.4	1.0	54.4
Improvements to premises	2.3	–	–	–	–	–	–	–	–	–
Fellowships, grants and contributions	3.1	–	–	–	–	–	–	–	–	–
Total	10 906.8	9 729.7	–	–	–	–	–	9 729.7	234.9	9 964.6

Table 31.5
Post changes^a

	Number	Level
Approved for 2020	45	1 D-2, 3 D-1, 4 P-5, 9 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)
Proposed for 2021	45	1 D-2, 3 D-1, 4 P-5, 9 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)

^a No post changes are proposed for 2021.

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

Table 31.6
Post resources

Category	Changes				Total	2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	1	–	–	–	–	1
D-1	3	–	–	–	–	3
P-5	4	–	–	–	–	4
P-4	9	–	–	–	–	9
P-3	3	–	–	–	–	3
P-2/1	4	–	–	–	–	4
Subtotal	24	–	–	–	–	24
General Service						
Principal level	3	–	–	–	–	3
Other level	18	–	–	–	–	18
Security Service	–	–	–	–	–	–
Subtotal	21	–	–	–	–	21
Total	45	–	–	–	–	45

- 31.20 Additional details on the distribution of proposed resources for 2021 are reflected in table 31.8 and figure 31.II.
- 31.21 The overall resources proposed for 2021 amount to \$9,729,700 before recosting, reflecting no change compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.22 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](#), ICSC is integrating environmental management practices into its operations. In 2019, electronic folders were used to submit materials to meeting participants during the Commission's annual hardship review. Furthermore, the Commission made a concerted effort to reduce the documents sent to commissioners in preparation for the ICSC sessions. Instead, commissioners are provided a link where documents can be viewed. In 2021, the Commission will continue to develop its online repository, where more of its survey materials are deposited, thus reducing the amount of survey data received by mail.
- 31.23 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 31.7. In an effort to be fully compliant with the advance purchase policy for air travel, ICSC closely monitors all necessary, planned travel, ensuring that such travel is cleared and approved well in advance of the two weeks. However, in most cases, the Commission is faced with difficulty when staff and members of the Commission are invited to meetings on very short notice to discuss issues affecting staff in the United Nations common system. The Commission will continue its efforts to monitor essential travel and approve travel plans more than two weeks in advance.

Part X Jointly financed administrative activities and special expenses

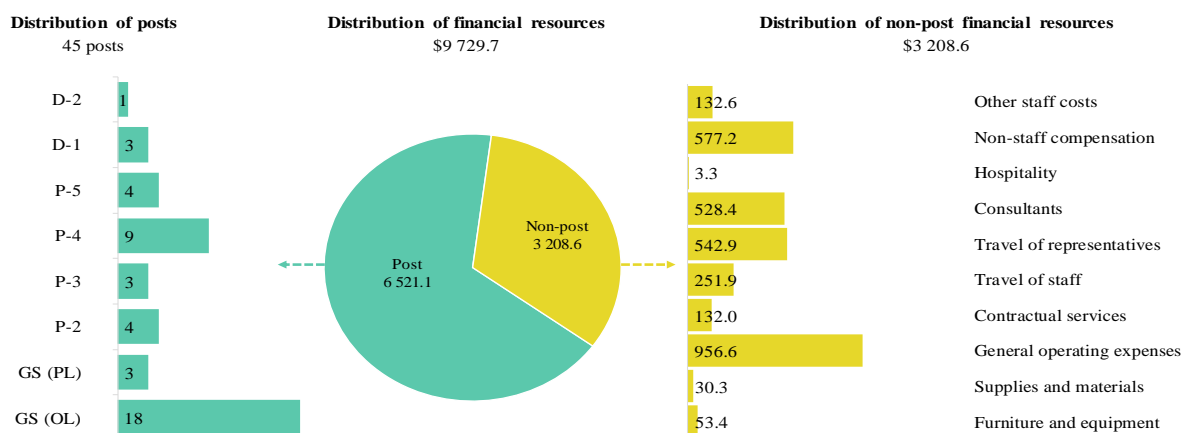
Table 31.7
Compliance rate
(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	73	100	100

Table 31.8
Evolution of financial and post resources by category (jointly financed)
(Thousands of United States dollars/number of posts)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>					<i>2021 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Post	7 545.6	6 521.1	–	–	–	–	–	6 521.1
Non-post	3 361.2	3 208.6	–	–	–	–	–	3 208.6
Total	10 906.8	9 729.7						9 729.7
Post resources by category								
Professional and higher		24	–	–	–	–	–	24
General Service and related		21	–	–	–	–	–	21
Total		45	–	–	–	–	–	45

Figure 31.II
Distribution of proposed resources for 2021 (before recosting) – Jointly financed
(Number of posts/thousands of United States dollars)



Section 31 **Jointly financed administrative activities**

Table 31.9
Evolution of financial and post resources by category (United Nations share)

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Non-post									
Grants and contributions	3 452.2	3 359.3	(70.7)	–	–	(70.7)	(2.1)	3 288.6	
Total	3 452.2	3 359.3	(70.7)	–	–	(70.7)	(2.1)	3 288.6	

31.24 The regular budget requirements in the amount of \$3,288,600 reflect a reduction of \$70,700 compared with the appropriation for 2020.

31.25 The variance of \$70,700 reflects:

Technical adjustments: A reduction of \$70,700 based on the United Nations Secretariat share of the budget of ICSC of 33.8 per cent for 2021, as determined by CEB in accordance with the established methodology.

II. Joint Inspection Unit

Foreword

As the only independent and external oversight body mandated to apply a system-wide perspective, the Joint Inspection Unit, through its work over the years, has brought a unique perspective on a variety of topics in response to the needs of organizations and legislative bodies, and supported the implementation of the 2030 Agenda for Sustainable Development, while maintaining its long-standing commitment to strengthening transparency, accountability and learning across the United Nations system.

In 2019, the Joint Inspection Unit completed nine reports and will carry over seven, which will be completed early in 2020. The programme of work for 2020 includes six new reviews that reflect the guidance of the General Assembly to continue to carry out reviews of the management and administration of single organizations, to enhance the efficient management of resources and transparency and to continue to focus on the priorities of participating organizations and States members of the United Nations.

The Joint Inspection Unit developed a new strategic framework for the period 2020–2029 on the basis of consultations, substantive analysis and learning from the results of the previous framework, which covered 2010-2019.

The new strategic framework sharpens the focus on the 2030 Agenda and reform efforts, while covering relevant system-wide thematic areas.

(Signed) Eileen **Cronin**
Chair of the Joint Inspection Unit

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

Overall orientation

Mandates and background

- 31.26 The Joint Inspection Unit is mandated, through its Statute, as contained in General Assembly resolution 31/192, to review matters bearing on the efficiency of services and the proper use of funds and to provide an independent view aimed at improving management and methods and at achieving greater coordination among the organizations of the United Nations system. The Unit performs inspections and evaluations and issues reports, notes and management letters in which it identifies best practices, proposes benchmarks and facilitates information-sharing among all the organizations of the United Nations system that have adopted its Statute.

Programme of work

Objective

- 31.27 The objective, to which the Joint Inspection Unit contributes, is to improve the efficiency, effectiveness and coordination in the United Nations system.

Strategy

- 31.28 To contribute to the improvement in the efficiency and effectiveness in the United Nations system, the Joint Inspection Unit will ensure that its programme of work includes system-wide reviews in the identified main thematic areas: (a) accountability and oversight functions and systems; (b) management and administration practices; (c) implementation of policies, strategies and programmes, as well as coordination and collaboration on the realization of internationally agreed development goals, such as the Sustainable Development Goals; and (d) governance arrangements and mechanisms, as well as inter-agency coordination. The Unit will, in particular, undertake system-wide reviews of management and administration practices and methods of the organizations of the United Nations system in the areas of human and financial resources, administration, results-based management, strategic planning and management, change management, risk management, security and safety, and information technology, which is expected to result in better information for legislative body decision-making and recommendations. This work is expected to improve the efficiency and effectiveness of the organizations of the United Nations system. Past results in this area include recommendations issued by the Unit during the period 2010–2017 relating to efficiency and effectiveness, which had a high average rate of acceptance (more than 70 per cent) and a high average rate of implementation of those accepted recommendations (more than 84 per cent).
- 31.29 To contribute to improvements in the coordination among the organizations of the United Nations system, the Joint Inspection Unit will, in conducting its reviews, in particular those related to the 2030 Agenda, focus on system-wide issues that can be assessed across all or multiple organizations, which is expected to result in recommendations that, when implemented, will improve the coordination and collaboration of organizations in the United Nations system and their alignment with actions to support the achievement of the Sustainable Development Goals. Past results in this area include recommendations to enhance coordination and collaboration among the organizations of the United Nations system issued during the period 2010–2017, which had an average rate of acceptance (57 per cent) and an average rate of implementation of those accepted recommendations (80 per cent) for the same period.

- 31.30 To contribute to the improvement in the efficiency, effectiveness and coordination in the United Nations system, the Joint Inspection Unit will also develop and implement effective platforms for the sharing of good practices and knowledge in the various thematic areas of the work of the Unit, which is expected to result in recommendations that, when implemented, will improve the coordination and collaboration of organizations in the United Nations system and their alignment with actions to support the achievement of the Sustainable Development Goals. Past results in this area include recommendations made during the period 2010–2017 that were aimed at disseminating good practices and that were accepted by the organizations in the United Nations system and implemented at a high average rate (more than 84 per cent).

External factors for 2021

- 31.31 With regard to the external factors, the overall plan for 2021 is based on the planning assumption that participating organizations fully cooperate with the reviews of the Joint Inspection Unit and that recommendations are accepted and implemented.
- 31.32 The Joint Inspection Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the terms of reference for the management and administrative reviews of single organizations conducted by the Joint Inspection Unit examine and report on the gender policies and practices in those organizations.

Programme performance in 2019 against planned result

- 31.33 A planned result for 2019, which is the increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the 69 per cent rate of acceptance of recommendations by the organizations in the United Nations system, compared with a target of 70 per cent.
- 31.34 The achievement of planned results with respect to the support of the Joint Inspection Unit for the decision-making of legislative bodies is further evidenced by the following examples of the consideration of the Unit's reports:
- (a) The 2018 report on the review of the accessibility of persons with disabilities to conferences and meetings of the United Nations system, in which the General Assembly noted the report with appreciation and urged the Secretary-General to implement all 10 recommendations contained in the report in all United Nations facilities, conferences and meetings, as appropriate, in a timely manner; invited the executive heads of the United Nations system organizations and the legislative bodies of United Nations system organizations to address the relevant recommendations contained in the report of the Unit in their organizations; and further requested the Secretary-General to submit at the main part of its seventy-fifth session a progress report on the status of implementation;
 - (b) The 2019 report on the review of the management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS), in which the legislative body, the Programme Coordinating Board, welcomed the report, acknowledged with appreciation the recommendations towards strengthening the governance and accountability of the Board and recognized the value of the review for UNAIDS. The Board decided to establish a working group to review the recommendations of the Unit addressed to the Board and provide a report with implementation options for the forty-seventh session of the Board, in December 2020. UNAIDS management committed itself to implementing all recommendations directed at the secretariat and UNAIDS. The Board also requested the co-sponsors to bring the report to the attention of their relevant governing bodies.

Programme performance in 2019: implementation of Joint Inspection Unit recommendations contributes to improved efficiency, effectiveness and coordination in United Nations system organizations

31.35 Building on the knowledge gained in 2018, the Joint Inspection Unit produced seven system-wide reports, two single organization reports and one management letter in 2019. The system-wide reports were on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, the integration of disaster risk reduction into the work of the United Nations system in the context of the 2030 Agenda, change management in United Nations system organizations, managing cloud computing services in the United Nations system, audit and oversight committees in the United Nations system, staff exchange and similar inter-agency mobility measures in United Nations system organizations, and contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations. The single organization reviews were on management and administration in the International Civil Aviation Organization and on UNAIDS. A management letter was issued regarding the Economic Commission for Latin America and the Caribbean as part of the ongoing management and administration review of the Commission.

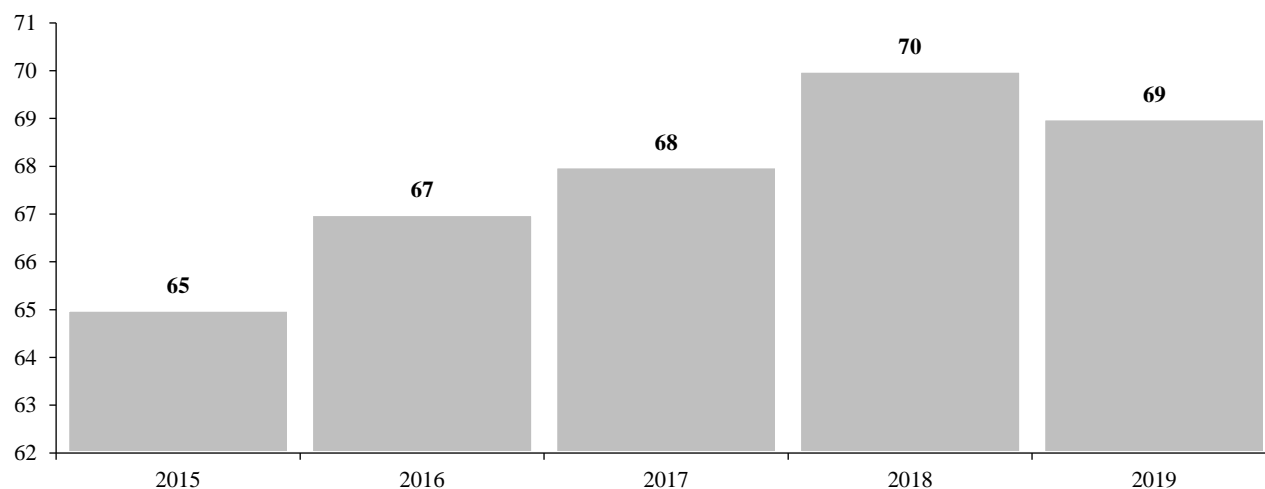
Progress towards the attainment of the objective, and performance measure

31.36 This work contributed to the improvement of the efficiency and effectiveness in the United Nations system, as demonstrated by the 69 per cent rate of acceptance of Joint Inspection Unit recommendations by the relevant entities. The implementation rate of those accepted recommendations for 2019 was 81 percent.

Figure 31.III

Performance measure: rate of acceptance of recommendations of the Joint Inspection Unit

(Percentage)



Planned results for 2021

Result 1: increased acceptance of Joint Inspection Unit recommendations (result carried over from 2020)

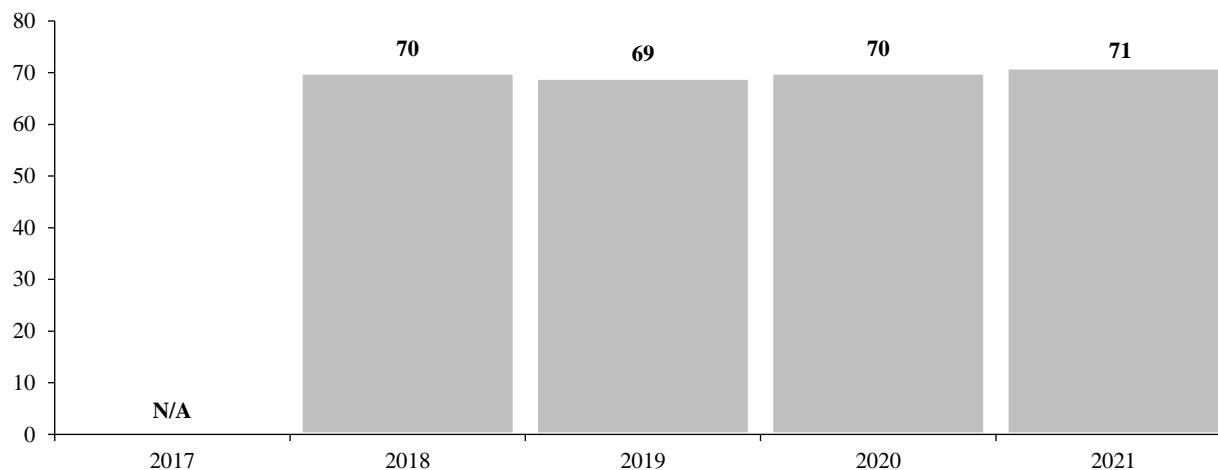
31.37 The Joint Inspection Unit will continue the work related to the thematic coverage and content of its reports, in line with its mandate, and will prepare reports that are better aligned with the priorities of the participating organizations and their legislative bodies for greater relevance of the recommendations made to the participating organizations on their strategic initiatives and increased use by those organizations of the Unit's outputs, which is expected to be demonstrated by the

performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution 74/251, approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 31.IV

Performance measure: rate of acceptance of recommendations of the Joint Inspection Unit

(Percentage)



Abbreviation: N/A, not applicable.

Result 2: aligning the programme of work with priorities of the United Nations system for more effective contribution to legislative bodies and organizations (new result)

- 31.38 The acceptance and implementation of the recommendations of the Joint Inspection Unit is a direct result of reviews on subjects that are relevant, important and of a high priority for participating organizations. The Unit will make a sharper delineation of four thematic areas of focus in the preparation of its programme of work, namely: (a) accountability and oversight functions and systems; (b) management and administration practices; (c) implementation of policies, strategies and programmes, as well as coordination and collaboration on the realization of internationally agreed development goals, such as the Sustainable Development Goals; and (d) governance arrangements and mechanisms, as well as inter-agency coordination.

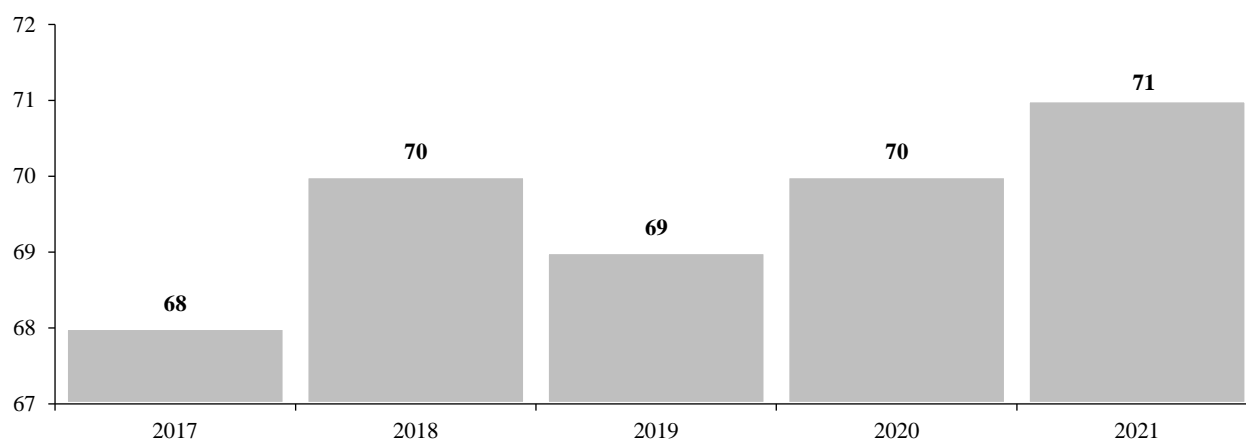
Internal challenge and response

- 31.39 The challenge for the Joint Inspection Unit, in the preparation of the programme of work, was determining which system-wide issues shared by organizations in the United Nations system are common priorities.
- 31.40 In response, the Joint Inspection Unit, in the process of preparing its 2021 programme of work, will analyse the input and proposals received from the executive heads of participating organizations, oversight and coordinating bodies and from the inspectors themselves and ensure that they align with the four predetermined thematic areas, as stated in the Unit's strategy.

Expected progress towards the attainment of objective, and performance measure

- 31.41 This work is expected to contribute to the improvement in the efficiency, effectiveness and coordination in the United Nations system, which would be demonstrated by an increased rate of acceptance of the recommendations of the Joint Inspection Union to a target of 71 per cent.

Figure 31.V
Performance measure: rate of acceptance of recommendations of the Joint Inspection Unit
 (Percentage)



Legislative mandates

31.42 The list below provides all mandates entrusted to the Joint Inspection Unit.

General Assembly resolutions

31/192 Statute of the Joint Inspection Unit 73/287 Joint Inspection Unit

Deliverables

31.43 Table 31.10 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 31.10
Joint Inspection Unit: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	10	10	10
1. Report of the Joint Inspection Unit for the year and programme of work for the following year	1	1	1	1
2. Reports of the Joint Inspection Unit on reviews conducted as presented in its programme of work	10	9	9	9
Substantive services for meetings (number of three-hour meetings)	25	14	18	18
3. Meetings of the Fifth Committee	19	9	13	13
4. Meetings of the Second Committee	2	3	2	2
5. Meetings of the Committee for Programme and Coordination	3	1	2	2
6. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	1	1	1	1
7. Notes and management letters by the Joint Inspection Unit	1	1	1	1

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

Joint Inspection Unit

Overview

31.44 The proposed jointly financed resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 31.11 to 31.13.

Table 31.11

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	6 893.9	6 498.3	–	–	–	–	–	6 498.3	159.9	6 658.2
Other staff costs	31.1	49.1	–	–	–	–	–	49.1	0.8	49.9
Consultants	71.9	56.2	–	–	–	–	–	56.2	1.0	57.2
Travel of staff	253.0	310.2	–	–	–	–	–	310.2	5.9	316.1
Contractual services	37.2	38.4	–	–	–	–	–	38.4	0.7	39.1
General operating expenses	55.9	61.1	–	–	–	–	–	61.0	1.1	62.1
Supplies and materials	5.7	10.1	–	–	–	–	–	10.1	0.1	10.2
Furniture and equipment	41.9	25.7	–	–	–	–	–	25.7	0.4	26.1
Total	7 390.6	7 049.0	–	–	–	–	–	7 049.0	169.9	7 218.9

Table 31.12

Post changes^a

	Number	Level
Approved for 2020	31	12 D-2, 2 P-5, 3 P-4, 4 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)
Proposed for 2021	31	12 D-2, 2 P-5, 3 P-4, 4 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)

^a No post changes are proposed for 2021.

Table 31.13
Post resources

Category	Changes				Total	2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	12	–	–	–	12	12
D-1	–	–	–	–	–	–
P-5	2	–	–	–	2	2
P-4	3	–	–	–	3	3
P-3	4	–	–	–	4	4
P-2/1	1	–	–	–	1	1
Subtotal	22	–	–	–	22	22
General Service						
Principal level	1	–	–	–	1	1
Other level	8	–	–	–	8	8
Security Service	–	–	–	–	–	–
Subtotal	9	–	–	–	9	9
Total	31	–	–	–	31	31

- 31.45 The overall resources proposed for 2021 amount to \$7,049,000 before recosting, reflecting no change compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.46 In accordance with the 2030 Agenda, 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 Joint Inspection Unit will continue to reduce its carbon footprint by reducing the amount of photocopy paper used and the quantity of documentation printed, as well as by reducing travel costs and utilizing alternatives to face-to-face meetings, where possible.
- 31.47 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 31.14. The Joint Inspection Unit requires that, for each of its review projects, a travel plan be submitted to facilitate the advance purchase of the related air tickets.

Table 31.14
Compliance rate
(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	92	100	100

Note: The following abbreviations are used in tables and charts: GS, General Service; OL, Other level; PL, Principal level.

Section 31 Jointly financed administrative activities

Table 31.15
Evolution of financial and post resources by category (jointly financed)
 (Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes			Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Post	6 893.9	6 498.3	–	–	–	–	–	6 498.3
Non-post	496.7	550.7	–	–	–	–	–	550.7
Total	7 390.6	7 049.0	–	–	–	–	–	7 049.0
Post resources by category								
Professional and higher		22	–	–	–	–	–	22
General Service and related		9	–	–	–	–	–	9
Total		31	–	–	–	–	–	31

Figure 31.VI
Distribution of proposed resources for 2021 (before recosting) – Jointly financed
 (Number of posts/thousands of United States dollars)

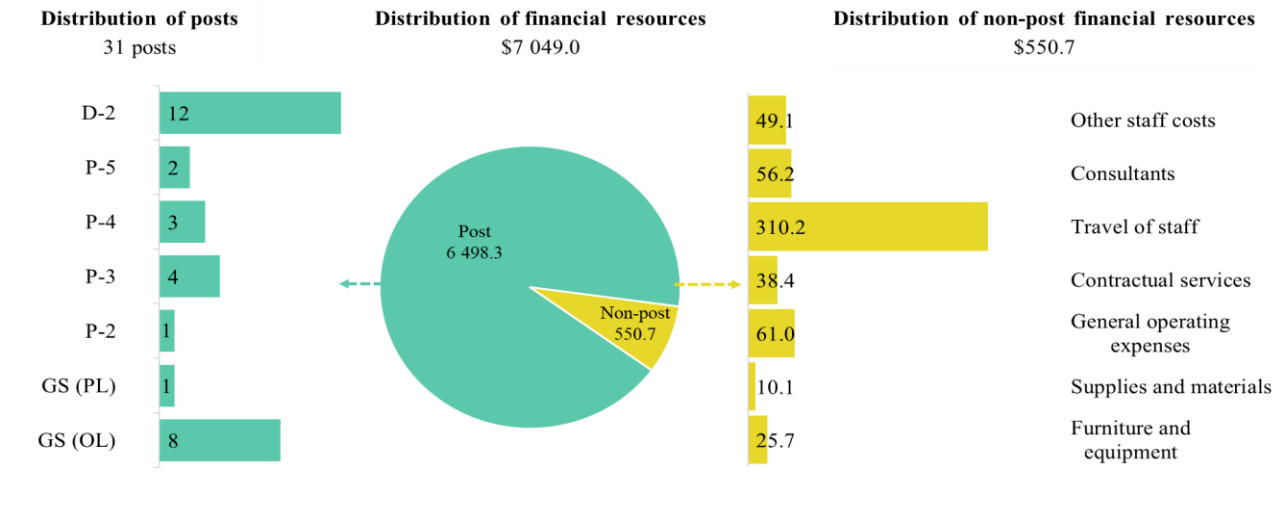


Table 31.16

Evolution of financial and post resources by category (United Nations share)

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes			Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	1 851.6	1 913.3	95.7	–	–	95.7	5.0	2 009.0
Total	1 851.6	1 913.3	95.7	–	–	95.7	5.0	2 009.0

31.48 The regular budget requirements, in the amount of \$2,009,000, reflect an increase \$95,700 compared with the appropriation for 2020.

31.49 The variance reflects:

Technical adjustments: An increase of \$95,700 based on the United Nations Secretariat share of the budget of the Joint Inspection Unit of 28.5 per cent for 2021, as determined by CEB in accordance with the established methodology.

III. United Nations System Chief Executives Board for Coordination

Foreword

The United Nations System Chief Executives Board for Coordination (CEB), established by the Economic and Social Council, remains an indispensable mechanism, bringing together the leaders of the United Nations system to ensure coherence and coordination in the delivery of the mandates entrusted to the member organizations of the Board.

As Chair, I have enhanced the Board's efficacy as a strategic policy space and a prominent driver of integration and cooperation, coming together around the 2030 Agenda for Sustainable Development – our shared blueprint for peace and prosperity for the people and the planet – with a genuine cross-pillar approach. At its semi-annual meetings, the 31 executive heads take on critical topics, weighing the challenges facing the international community and the complexities of our ever-changing operating environment. We look towards the future and agree on a common path forward, committing the full breadth and depth of our organizations' expertise, experience and reach.

The Board's subsidiary bodies, namely, the High-level Committee on Programmes and the High-level Committee on Management, support the executive heads by preparing system-wide responses to address key issues reflected in the 2030 Agenda and other intergovernmental directives, and ensuring that we maximize the impact of the resources for which our organizations are responsible.

In 2021, I will drive CEB to deliver on its commitment that the United Nations system play a catalytic role in mobilizing the capacities, political will and resources needed to propel forward the decade of action for the Sustainable Development Goals, while also better connecting with our stakeholders to address the anxieties and aspirations of the people of the world. At this pivotal moment for humanity, the United Nations system has a duty to generate solutions and hope, and this begins with the Board's leadership.

(Signed) António **Guterres**
Secretary-General of the United Nations

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

Overall orientation

Mandates and background

- 31.50 The United Nations System Chief Executives Board for Coordination (CEB), composed of the Secretary-General and the executive heads of the organizations of the United Nations system, is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their mandates and in response to the decisions of intergovernmental bodies. The mandate of the Board was established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution 13 (III) and decision 2001/321. At a time when the international community is confronted by increasingly complex and interrelated global challenges, coordinated and coherent action by the entities of the United Nations system is more important than ever. Mobilizing the system's collective capacity is vital to supporting the broad and integrated implementation of the 2030 Agenda by Member States and the full range of mandates entrusted to United Nations system entities.

Programme of work

Objective

- 31.51 The objective, to which CEB contributes, is to leverage the collective capacity of the organizations of the United Nations system for the effective delivery of mandates.

Strategy

- 31.52 To contribute to leveraging the collective capacity of the organizations of the United Nations system for the effective delivery of mandates, CEB and its two high-level committees will continue to provide the means for senior leaders of the United Nations system to establish a shared vision, agree on strategic action, pursue policy coherence in both programmatic and administrative areas, and coordinate the use of resources, capacities and knowledge. CEB will provide vision and leadership to guide the effective and coherent implementation of mandates by United Nations system organizations. This work is expected to result in accelerating progress towards the broad and integrated implementation of the 2030 Agenda by Member States and the full range of mandates entrusted to United Nations system entities. Past results in this area include the issuance, in May 2019, of a joint appeal from the United Nations system to the 2019 Climate Action Summit (CEB/2019/1, annex), conveying the system's strategic vision for realizing agreed climate ambitions by calling for concrete action in the areas of mitigation, adaptation, climate finance and innovation, as well as reiterating its own commitment to raising the system's ambition to take concrete steps to combat climate change and to integrate sustainable development considerations more systematically into its operations. To move from commitment to reality, CEB also endorsed the first phase (environmental sustainability in the area of management) of the two-part Strategy for Sustainability Management in the United Nations system, 2020–2030 (CEB/2019/1/Add.1). Another example is the promulgation of the United Nations Disability Inclusion Strategy (CEB/2019/1/Add.6), which provides the foundation for sustainable and transformative progress on disability inclusion through all pillars of the work of the United Nations. The system-wide policy contained in the strategy establishes the highest levels of commitment and a vision for the United Nations system on disability inclusion for the coming decade. It is aimed at creating an institutional framework to support Member States in the implementation of the Convention on the Rights of Persons with Disabilities and the 2030 Agenda, among other international human rights instruments, as well as for development and humanitarian commitments.

- 31.53 CEB, through its High-level Committee on Programmes, will continue to foster system-wide policy coherence and programme coordination in response to intergovernmental mandates and in support of internationally agreed development goals. It will also develop coordinated shared strategies, approaches and frameworks to address emerging policy and programme issues requiring system-wide action (e.g., on frontier technologies, cross-pillar integration, inequalities and crises). This work is expected to result in more coherent and coordinated United Nations system responses to global challenges. Past results in this area include the release, in 2019, of three system-wide approaches to address the potential socioeconomic impacts of rapid technological change with regard to the world of work,¹ education and learning² and artificial intelligence.³ These were developed through consultative interagency processes, with a focus on the unique needs and perspectives of developing countries, in particular least developed countries, to ensure that the poorest and most vulnerable are not further disadvantaged or left behind by new technologies. In 2019, the Committee also approved a strategy on sustainable urban development ([CEB/2019/1/Add.5](#)) to guide the United Nations system in coordinating its efforts to assist Member States in harnessing opportunities and meeting the challenges of rapid urbanization for the attainment of the Sustainable Development Goals and the vision and objectives of the New Urban Agenda.
- 31.54 CEB, through its High-level Committee on Management, will also continue to foster the development of innovative approaches to improve efficiency and simplify business practices, and accelerate the harmonization, mutual recognition and integration of business operations. It will utilize its functional networks on finance and budget, human resources, digitalization and technology, procurement, and safety and security to disseminate and, where applicable, mutually recognize best practices, innovative management approaches and partnerships in all areas of management. This work is expected to result in greater capacity of United Nations system organizations to provide effective management responses that support the delivery of mandates. Past results in this area include the establishment of the United Nations Global Centre for Human Resources Services, also known as the “OneHR” service centre, offering consolidated advisory services for the cost-effective and risk-informed acquisition and management of talent, including, for example, organization design, job classification and reference checking and verification (see [CEB/2019/3](#)). In the area of document and knowledge management, the activities of the Committee enhanced the capabilities of the United Nations system to employ data for informed decision-making and reporting. They include piloting machine learning for information extraction and analysis from United Nations documents and the development of digital identifiers for the Sustainable Development Goals to be used in machine-readable documents and data.⁴ Another milestone achieved was progress in the adoption of the principles of the mutual recognition statement, which is a fundamental enabler of management reform, removing barriers to greater consolidation of shared services (*ibid.*). Furthermore, the data cube initiative ensured that the United Nations system collectively continued to improve the consistency and transparency of system-wide financial data.

External factors for 2021

- 31.55 With regard to the external factors, the overall plan for 2021 is based on the planning assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.
- 31.56 CEB integrates a gender perspective in its activities, deliverables and results, as appropriate, including in the products of its high-level committees, such as system-wide strategies, shared approaches and frameworks. For example, the CEB task force on addressing sexual harassment

¹ United Nations system strategy on the future of work ([CEB/2019/1/Add.2](#)).

² Towards a United Nations system-wide strategic approach for achieving inclusive, equitable and innovative education and learning for all ([CEB/2019/1/Add.4](#)).

³ A United Nations system-wide strategic approach and road map for supporting capacity development on artificial intelligence ([CEB/2019/1/Add.3](#)).

⁴ See [CEB/2019/3](#) and <http://metadata.un.org/sdg>.

within the organizations of the United Nations system recognized sexual harassment as a manifestation of a culture of discrimination and privilege based on unequal gender relations and other power dynamics. The task force produced several key deliverables, which include a common guide for managers to prevent and respond to sexual harassment in the workplace, as well as the development and launch of a model code of conduct to prevent sexual harassment during or in relation to United Nations events. The task force also launched the ClearCheck screening database, a critical system-wide tool to avoid the hiring and rehiring of individuals whose working relationship with an organization of the system ended because of a determination that they had perpetrated sexual harassment or who are the subject of pending allegations of sexual harassment. The task force also focused on accelerating action to improve and scale up the United Nations system's investigatory response and capacity in order to receive, process and respond rapidly and effectively to complaints and reports of sexual misconduct, including through the organization of two joint CEB-Inter-Agency Standing Committee meetings of investigatory bodies on protection from sexual exploitation, abuse and harassment.

Programme performance in 2019 against planned result

- 31.57 A planned result for 2019, which is improved delivery of intergovernmental mandates through increased efficiency and effectiveness of United Nations system organizations, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the progress of 12 coordinated initiatives to increase efficiency and effectiveness, including common administrative procedures, practices and mechanisms, system-wide standards, shared tools, and enhanced operational arrangements and collaboration, in addition to another 13 initiatives delivered in 2018, meeting the target of 25 coordinated activities for the biennium 2018–2019.
- 31.58 One notable example is the progress in efforts to harmonize banking operations by the Working Group on Common Treasury Services of the High-level Committee on Management. In 2019, United Nations system organizations worked collectively to conclude joint procurement action (request for proposals) for banking services in an additional two countries. The centralized request for proposals mechanism provides a platform for the standardization of service types, technical requirements and corporate standards and is conducted very quickly without duplicate efforts at the country office level. This builds on work conducted in previous years, resulting in 32 countries with common banking agreements and three master banking agreements. Organizations have also seen systematic improvements in service levels and more creative banking solutions leveraging the most recent banking technology available.

Programme performance in 2019: capacity development to harness the benefits and mitigate the risks of artificial intelligence

- 31.59 Building on the knowledge gained in 2018, CEB, with the support of its High-level Committee on Programmes, examined in depth the implications of rapid scientific and technological advances on sustainable development, with an overarching consideration for the perspectives and needs of developing countries. The effort was aimed at developing a shared understanding and common knowledge of the complex challenges posed by new technologies and their potential for advancing human progress and sustainable development. Among the technological advances considered, artificial intelligence was recognized as having great potential to disrupt and transform societies and to contribute to the achievement of the Sustainable Development Goals.
- 31.60 To inform CEB deliberations on frontier technologies and identify entry points for United Nations system action in this area, its secretariat supported a High-level Committee on Programmes task team, composed of 29 entities, to develop, under the leadership of the International Telecommunication Union (ITU), a United Nations system-wide strategic approach and road map for supporting capacity development on artificial intelligence, especially for developing countries, in the context of achieving the Sustainable Development Goals. Throughout the intensive inter-

agency consultation process, spanning 20 months, the CEB secretariat helped to articulate the focus of the work, guided the lead entity, facilitated United Nations system representation on the task team, ensured that interested external actors were appropriately incorporated into the development process, shared relevant reference materials with the drafters, provided substantive feedback that shaped the working documents and kept the Committee Chair and CEB apprised of progress.

Progress towards the attainment of the objective, and performance measure

- 31.61 This work contributed to leveraging the collective capacity of the organizations of the United Nations system for the effective delivery of mandates, as demonstrated by the approval by the High-level Committee on Programmes and the endorsement by CEB of the United Nations system-wide strategic approach and road map for supporting capacity development on artificial intelligence (CEB/2019/1/Add.3). The approach lays out commitments to promoting system-wide action on: (a) artificial intelligence-related capacity-building for developing countries, with a focus on the “bottom billion”; (b) supporting broader stakeholder engagement and knowledge exchange within and outside the United Nations system on artificial intelligence; and (c) promoting the ethical development and application of artificial intelligence technologies for the public good. The implementation of the strategic approach and its road map for action will be carried forward through the collaborative efforts of relevant United Nations entities, under the leadership of ITU, taking into consideration the strengths of each entity, together with relevant inter-agency mechanisms, including those that are operationally oriented.

Table 31.17
Performance measure

2015	2016	2017	2018	2019
N/A	N/A	Launch by United Nations System Chief Executives Board for Coordination (CEB) of system-wide analysis of the implications of technological advances (including artificial intelligence) on sustainable development	Approval by High-level Committee on Programmes of guiding principles and framework for supporting capacity development on artificial intelligence for developing countries	Approval by Committee and endorsement by CEB of United Nations system-wide strategic approach and road map for supporting capacity development on artificial intelligence

Abbreviation: N/A, not applicable.

Planned results for 2021

Result 1: scaling up innovation across the United Nations system (result carried over from 2020)

- 31.62 The CEB secretariat will continue the work related to fostering and scaling up innovation across the United Nations system, in line with its mandate, and will cooperate with the United Nations System Staff College and the United Nations Innovation Network to build on the foundation provided by the United Nations innovation toolkit to support a comprehensive approach to innovation to improve the capability of United Nations system entities to systematically innovate to serve their beneficiaries and to collectively achieve results at scale, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the

General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Table 31.18
Performance measure

2017	2018	2019	2020	2021
N/A	Absence of system-wide guidance/tools on fostering innovation	Online publication of first-generation United Nations system innovation toolkit	Adoption of United Nations system innovation toolkit as a key reference	United Nations system innovation toolkit is incorporated into system-wide learning programmes delivered by the United Nations System Staff College

Abbreviation: N/A, not applicable.

Result 2: adoption of policies by member organizations to realize the future of the United Nations system workforce (new result)

- 31.63 Frontier technologies such as artificial intelligence, machine learning, robotics and biotechnology have brought opportunities and challenges to the world at a scale and pace not previously seen, bringing with them implications for the future of work, including for the United Nations workforce. As noted above, a system-wide strategy on the future of work ([CEB/2019/1/Add.2](#)) to support Member States in addressing transformative changes affecting the landscape of work was developed through the High-level Committee on Programmes under the leadership of the International Labour Organization and endorsed by CEB in 2019 as part of its larger effort to position the United Nations system to address the implications of technological advances on sustainable development. In 2019, the High-level Committee on Management launched a complementary initiative to develop a framework human resources strategy for the United Nations system workforce, to align human resources policies within United Nations system organizations with the strategic context within which the United Nations operates; to delineate more clearly the areas of harmonization, collaboration and differentiation in people management in the United Nations system; and to determine additional and/or to adjust key areas of collective action on people management for the Committee in the coming years.

Internal challenge and response

- 31.64 The challenge for the CEB secretariat was to raise the awareness of the members of the High-level Committee on Management to emerging trends faced by the United Nations system as a whole to promote proactive action in the light of the changing global context for the United Nations workforce, which is driven by the impact of new technologies and other emerging geopolitical, development, societal and financing issues. In response, the CEB secretariat will support the establishment, administration and work of a cross-functional inter-agency Committee task force on the future of the United Nations system workforce, which will further examine and address these realities in a comprehensive and integrated way and work towards the implementation, by 2021, of the framework human resources strategy to ensure that the United Nations system workforce of the future is adequately skilled, equipped, appropriately managed and supported to tackle the challenges ahead in an agile and responsive fashion, demanded by a rapidly changing environment and enabled by technology. Three work streams will focus on the following “building blocks” that merit system-wide, joint action: (a) new sustainable contractual modalities; (b) new ways of working to foster an enabling culture and positive employee experience; and (c) leveraging technology to promote positive employee and candidate experience. In particular, the CEB secretariat will support the Chair of the task force and the

co-leads of the three work streams in the development and implementation phase of the framework human resources strategy by facilitating and participating in meetings of the task force; providing relevant data and reference materials; contributing substantive feedback on terms of reference, proposed initiatives and drafts of the framework strategy; channelling products to the Committee for review and decision; and regularly updating the Chair of the Committee on progress.

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

- 31.65 This work is expected to contribute to leveraging the collective capacity of the organizations of the United Nations system for the effective delivery of mandates, which would be demonstrated by the adoption of administrative guidance and policies (e.g., on organizational culture, sustainable contract modalities and flexible working arrangements) within individual United Nations system organizations to facilitate a more agile and responsive workforce and the availability of tools through pilot initiatives (that may utilize artificial intelligence, machine learning, blockchain and/or other new technologies) to facilitate improved recruitment, internal talent development, learning and entitlements processing.

Table 31.19
Performance measure

2017	2018	2019	2020	2021
N/A	Examination by the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) functional networks on the impact of digital technology and innovation on the workforce of their relevant functional areas	Endorsement by CEB of a United Nations system strategy on the future of work; establishment of a cross-functional Committee task force on the future of the United Nations system workforce	Approval by the Committee and endorsement by CEB of the framework human resources strategy for the United Nations system workforce	Adoption by individual United Nations system organizations of administrative guidance and policies to facilitate a more agile and responsive workforce

Abbreviations: N/A, not applicable.

Legislative mandates

- 31.66 The list below provides all mandates entrusted to CEB.

Economic and Social Council resolutions and decisions

13 (III)	Coordination Committee	2001/321	Further consideration of the annual overview review report of the Administrative Committee on Coordination
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General Assembly resolutions

64/289	System-wide coherence	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/251	Programme planning

Deliverables

31.67 Table 31.20 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 31.20

United Nations System Chief Executives Board for Coordination: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	10	11	10
1. Annual overview report of the United Nations System Chief Executives Board for Coordination for the Economic and Social Council	1	1	1	1
2. Note by the Secretary-General on the budgetary and financial situation of the organizations of the United Nations system for the General Assembly	–	–	1	–
3. Note by the Secretary-General with comments by the United Nations System Chief Executives Board for Coordination on reviews conducted by the Joint Inspection Unit	10	9	9	9
Substantive services for meetings (number of three-hour meetings)	16	16	16	15
4. Meetings of the Fifth Committee	6	6	7	6
5. Meetings of the Second Committee	5	5	4	4
6. Meeting of the Committee for Programme and Coordination	2	2	2	2
7. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. Meetings of the Economic and Social Council	2	2	2	2
B. Generation and transfer of knowledge				
Technical materials (number of materials)	7	7	7	7
9. Reports on United Nations system financial, human resources and procurement statistics	4	4	4	4
10. Compilations and analyses of best practices of the United Nations system in the areas of human resources, procurement, information technologies and finance and budget	3	3	3	3
C. Substantive deliverables				
Databases and substantive digital materials: United Nations system data management portal for the collection of data for the entire United Nations system on human resources (annual collection from approximately 40 entities) and financial data (annual collection from approximately 40 entities).				
D. Communication deliverables				
Digital platforms and multimedia content: update and maintenance of the United Nations System Data Catalog (3 000 data sets from 76 organizations) and the United Nations System Chief Executives Board for Coordination website, including the publication of United Nations system statistics and reports related to the work of the High-level Committee on Programmes and the High-level Committee on Management and its networks.				
E. Enabling deliverables				
Administration: summary of deliberations of regular sessions of the United Nations System Chief Executives Board for Coordination, the High-level Committee on Programmes and the High-level Committee on Management and its networks (human resources, finance and budget, procurement and digital and technology); reports for scheduled meetings of the International Civil Service Commission on common positions of the United Nations system relating to conditions of service in the common system for the Commission; biannual promulgation of rates for freelance interpreters and translators for the benefit of organizations of the United Nations system; secretariat support for meetings of the United Nations System Chief Executives Board for Coordination, the High-level Committee on Programmes and the High-level Committee on Management and its networks (human resources, finance and budget, procurement and digital and technology); secretariat support for inter-agency working groups and ad hoc inter-agency task arrangements, and for inter-agency meetings of the Task Force on Accounting Standards and the Board of the International Public Sector Accounting Standards, the Standards accounting guidance and system-wide support papers to United Nations entities.				

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

United Nations System Chief Executives Board for Coordination

Overview

31.68 The proposed jointly financed resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 31.21 to 31.23.

Table 31.21

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate before recosting	2021 estimate (after recosting)	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	2 706.6	2 477.4	–	–	–	–	–	2 477.4	66.0	2 543.4
Other staff costs	261.8	226.7	–	–	–	–	–	226.7	3.6	230.3
Consultants	200.2	28.3	–	–	–	–	–	28.3	0.4	28.7
Travel of staff	176.1	169.4	–	–	6.7	6.7	4.0	176.1	3.4	179.5
Contractual services	78.3	156.5	–	–	(4.9)	(4.9)	(3.1)	151.6	2.5	154.1
General operating expenses	33.0	101.4	–	–	(1.8)	(1.8)	(1.8)	99.6	1.5	101.1
Supplies and materials	0.7	11.9	–	–	–	–	–	11.9	0.1	12.0
Furniture and equipment	12.8	20.6	–	–	–	–	–	20.6	0.3	20.9
Fellowships, grants and contributions	7.0	–	–	–	–	–	–	–	–	–
Total	3 476.5	3 192.2	–	–	–	–	–	3 192.2	77.8	3 270.0

Table 31.22

Post changes^a

	Number	Level
Approved for 2020	14	1 D-2, 2 D-1, 2 P-5, 3 P-4, 1 P-3, 5 GS (OL)
Proposed for 2021	14	1 D-2, 2 D-1, 2 P-5, 3 P-4, 1 P-3, 5 GS (OL)

^a No post changes are proposed for 2021.

Note: The following abbreviation is used in tables and figures: GS (OL), General Service (Other level).

Table 31.23
Post resources

Category	2020 approved	Changes			Total	2021 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	2	–	–	–	–	2
P-4	3	–	–	–	–	3
P-3	1	–	–	–	–	1
P-2/1	–	–	–	–	–	–
Subtotal	9	–	–	–	–	9
General Service						
Principal level	–	–	–	–	–	–
Other level	5	–	–	–	–	5
Security Service	–	–	–	–	–	–
Subtotal	5	–	–	–	–	5
Total	14	–	–	–	–	14

- 31.69 Additional details on the distribution of proposed resources are reflected in table 31.25 and figure 31.VII.
- 31.70 The overall resources proposed for 2021 amount to \$3,192,200 before recosting, reflecting no resource change compared with the appropriation for 2020. The proposal includes the requirements for the International Public Sector Accounting Standards (IPSAS) project for 2021 in the amount of \$253,700. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.71 In accordance with the 2030 Agenda, 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](#), CEB is integrating environmental management practices into its operations. In 2019, a highlight was a concerted effort by the CEB secretariat to cut back on printing within the Board and to hold paper-free meetings (by utilizing electronic circulation of all meeting materials) to reduce waste and cut carbon emissions. In 2021, CEB will continue to ensure that all meetings that it supports are free of single-use plastics.
- 31.72 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 31.24. The CEB secretariat fully recognizes the importance of complying with the advance travel policy and will continue to track compliance, including through the use of the management dashboard. In 2019, non-compliance was due in large part to late event planning or operational circumstances. In order to address this, the CEB secretariat has made efforts to raise the awareness of the staff and managers of the requirement and has encouraged the advance planning and nomination of travelling staff to meetings and conferences, whenever possible.

Section 31 Jointly financed administrative activities

**Table 31.24
Compliance rate**

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel (CEB secretariat and IPSAS)	100	80.6	100	100

**Table 31.25
Evolution of financial and post resources by category (jointly financed)**

(Thousands of United States dollars/number of posts)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2021 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Post	2 706.6	2 477.4	–	–	–	–	–	2 477.4	
Non-post	769.9	714.8	–	–	–	–	–	714.8	
Total	3 476.5	3 192.2	–	–	–	–	–	3 192.2	
Post resources by category									
Professional and higher		9	–	–	–	–	–	9	
General Service and related		5	–	–	–	–	–	5	
Total		14	–	–	–	–	–	14	

**Figure 31.VII
Distribution of proposed resources for 2021 (before recosting) – Jointly financed**

(Number of posts/thousands of United States dollars)

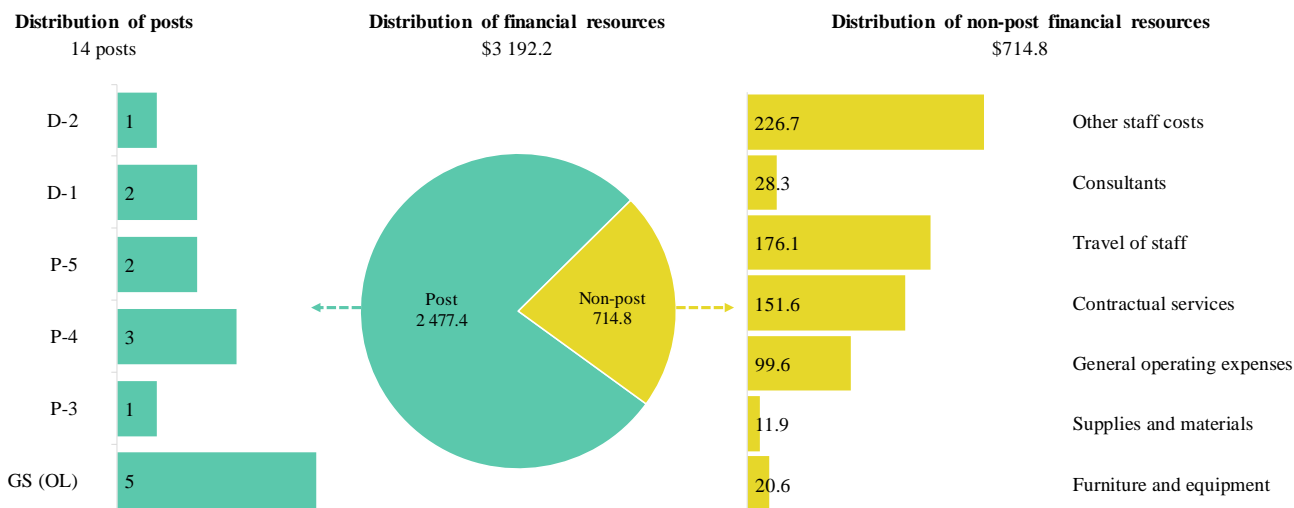


Table 31.26

Evolution of financial and post resources by category (United Nations share)

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Non-post									
Grants and contributions	986.2	973.2	(34.5)	–	–	(34.5)	(3.5)	938.7	
Total	986.2	973.2	(34.5)	–	–	(34.5)	(3.5)	938.7	

31.73 The regular budget requirements in the amount of \$938,700 reflect a reduction of \$34,500 compared with the appropriation for 2020.

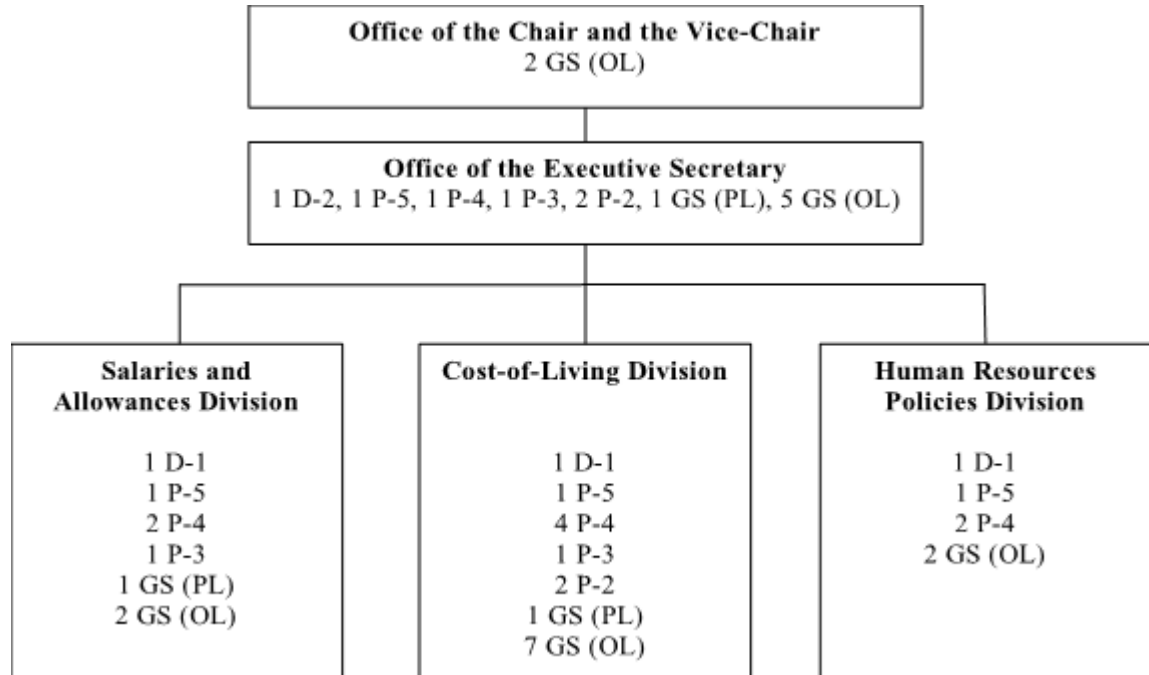
31.74 The variance of \$34,500 reflects:

Technical adjustments: A reduction of \$34,500 based on the United Nations Secretariat share of the budget of CEB and of the costs of the IPSAS project, of 29.4 and 29.5 per cent, respectively, for 2021, as determined by CEB in accordance with the established methodology.

Annex I

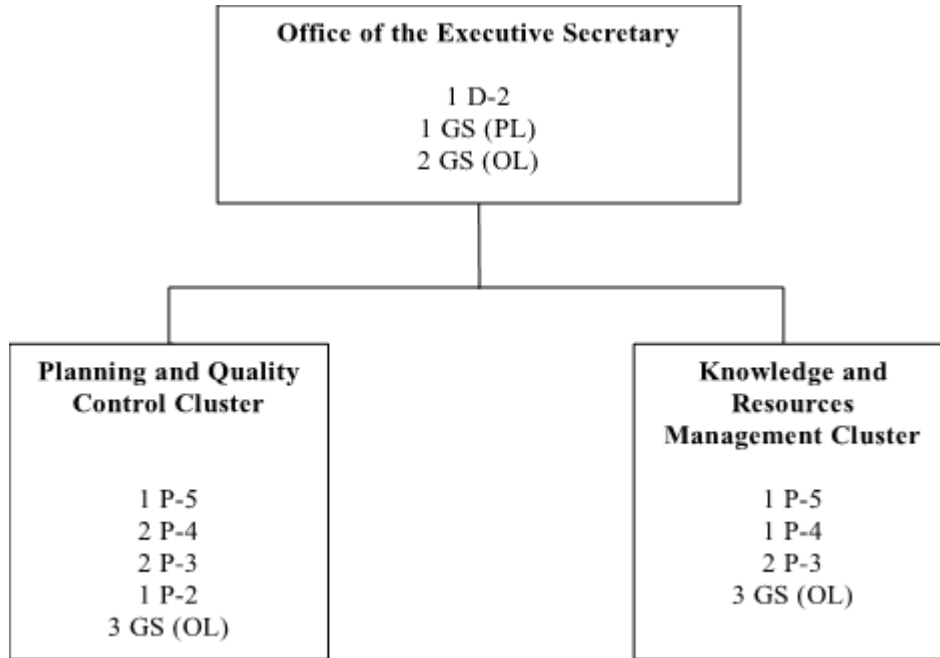
Organizational structure and post distribution for 2021

A. International Civil Service Commission



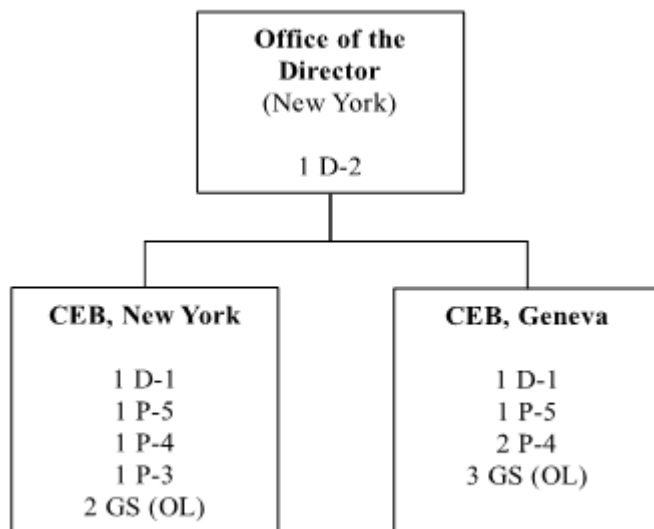
Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

B. Joint Inspection Unit



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

C. United Nations System Chief Executives Board for Coordination



Abbreviations: CEB, United Nations System Chief Executives Board for Coordination; GS (OL), General Service (Other level).

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

General Assembly (resolution [70/247](#))

Requests the Secretary-General to include in his future budget submissions summary information on the cost-sharing methodology applied in establishing the United Nations Secretariat share of jointly financed activities under the relevant budget section (para. 105).

A summary of the cost-sharing methodology applied in establishing the United Nations Secretariat share of the jointly financed activities has been included in annex III to the present report.

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

The Advisory Committee recalls that in the context of the 2016–2017 programme budget, it had recommended that the General Assembly invite the Secretary-General, as Chair of CEB, to continue to enhance United Nations system statistics made available to Member States, including, inter alia, by providing more up-to-date information ([A/70/7](#), para. X.24). The Committee reiterates its recommendation that the Secretary-General provide more up-to-date personnel statistics, which are necessary to ensure accurate budgetary proposals. The Committee notes the importance of both using up-to-date information and enhancing United Nations system personnel statistics (para. X.18).

The CEB secretariat publishes United Nations system personnel statistics on an annual basis. The annual statistics are used in the methodology to apportion the jointly financed budgets of the United Nations System Chief Executives Board for Coordination (CEB) and the International Civil Service Commission. The budget preparation timelines (for the United Nations regular budget and across the rest of the United Nations system organizations) are such that the apportionment of the jointly financed budgets needs to be calculated in January of the year preceding the budget period to allow all participating organizations to include a provision within their relevant budgets for their contribution to the jointly financed budgets.

With regard to the jointly financed security budget, the apportionment among participating organizations is based on the census (headcount) of field staff, which is currently conducted every two years.

In order to enhance its ability to provide up-to-date personnel statistics, the CEB secretariat is implementing a data management platform to improve efficiency by having automatic validations that check that data are valid prior to being submitted to the secretariat. The secretariat is also working on tools to enable a higher degree of automation in the transfer of data from the reporting entities to the CEB database.

Annex III

Summary of information on the cost-sharing methodology applied in establishing the United Nations share of jointly financed activities

- A.1 The jointly financed administrative activities of the United Nations common system under section 31 of the programme budget include the International Civil Service Commission (ICSC), the Joint Inspection Unit, the secretariat of the United Nations System Chief Executives Board for Coordination (CEB) and the system-wide International Public Sector Accounting Standards (IPSAS) project. The methodologies applied for the apportionment of costs are detailed below.
- A.2 The methodology applied since 1974, in respect of the cost-sharing of the ICSC budget, is based on the “Consultative Committee on Administrative Questions formula”, which apportions the ICSC costs on the basis of the number of staff, as contained in the personnel statistics published by the CEB secretariat. It should be noted that the United Nations share of the costs also includes the share for the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the Office of the United Nations High Commissioner for Refugees, on the basis of the decision by the General Assembly that the costs relating to these two entities are funded from the regular budget of the United Nations.
- A.3 The methodology applied since 1996–1997 for the cost-sharing of the Joint Inspection Unit budget is derived from the expenditure reported in the audited accounts of the participating organizations, excluding:
- (a) Expenditure relating to peacekeeping;
 - (b) Expenditure in kind, including the value of donated commodities;
 - (c) A total of 50 per cent of the expenditure of the International Trade Centre corresponding to the share of the World Trade Organization (WTO), on the principle that the regular budget of the Centre is funded in equal parts by the United Nations and WTO, which does not participate in the work of the Joint Inspection Unit.
- A.4 The methodology applied since the period 2006–2007 for the cost-sharing of the CEB secretariat’s budget is based on 50 per cent of staff, in accordance with the most recently available personnel statistics, and 50 per cent of total expenditure, in accordance with the most recently available audited financial statements, minus expenditure in kind, excluding expenditure relating to peacekeeping operations.
- A.5 The methodology applied for the cost-sharing of the system-wide IPSAS budget is based on the same cost-sharing formula used to apportion the budget of the CEB secretariat, with the exclusion of the International Fund for Agricultural Development, which is not an active member in the IPSAS project and thus excluded from the cost-sharing of the system-wide IPSAS costs.

Annex IV

Overview of financial and post resources

- A.1 The proposed jointly financed resources of the three administrative organizational units of the United Nations common system, namely, the International Civil Service Commission (ICSC), the Joint Inspection Unit and the United Nations System Chief Executives Board for Coordination (CEB), as well as the United Nations regular budget share in the costs of these entities, are reflected in table A.1. The proposed jointly financed resources for 2021 reflect no resource change compared with 2020. The United Nations regular budget share reflects a reduction compared with the appropriation for 2020. The proposed resource level provides for the full, efficient and effective implementation of mandates.
- A.2 The full budgets of ICSC and the Joint Inspection Unit are presented to the General Assembly for its consideration and approval in accordance with the established arrangements. The full budget of CEB, including the system-wide International Public Sector Accounting Standards (IPSAS) project, is presented for information purposes, while the United Nations share of it is presented for approval.
- A.3 The budget proposals for ICSC and the Joint Inspection Unit, as well as the proposed budgets for CEB and IPSAS, were circulated by the secretariat of CEB to CEB member organizations, seeking their comments. The consultation was carried out during the formulation stage of the proposed programme budget of the Secretary-General. In accordance with article 21 of the Statute of ICSC and article 20 of the Statute of the Joint Inspection Unit, the comments of CEB organizations were taken into consideration in the finalization of the proposed programme budgets in respect of ICSC and the Unit for 2021.

Table A.1

Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Full budget (jointly financed activities): financial resources										
International Civil Service Commission	10 906.8	9 729.7	–	–	–	–	–	9 729.7	234.9	9 964.6
Joint Inspection Unit	7 390.6	7 049.0	–	–	–	–	–	7 049.0	169.9	7 218.9
United Nations System Chief Executives Board for Coordination	3 476.5	3 192.2	–	–	–	–	–	3 192.2	77.8	3 270.0
Total	21 773.9	19 970.9	–	–	–	–	–	19 970.9	482.6	20 453.5
Full budget (jointly financed activities): main category of expenditure										
Post	17 146.0	15 496.8	–	–	–	–	–	15 496.8	411.6	15 908.4
Non-post	4 627.9	4 474.1	–	–	–	–	–	4 474.1	71.0	4 545.1
Total	21 773.9	19 970.9	–	–	–	–	–	19 970.9	482.6	20 453.5
Regular budget (United Nations share): financial resources										
International Civil Service Commission	3 452.2	3 359.3	(70.7)	–	–	(70.7)	(2.1)	3 288.6	79.4	3 368.0
Joint Inspection Unit	1 851.6	1 913.3	95.7	–	–	95.7	5.0	2 009.0	48.3	2 057.3

Section 31 Jointly financed administrative activities

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	2021 estimate (after recosting)		
			Technical adjustments	New/ expanded mandates	Other	Total			Percentage	
United Nations System Chief Executives Board for Coordination	986.2	973.2	(34.5)	–	–	(34.5)	(3.5)	938.7	22.9	961.6
Total	6 289.9	6 245.8	(9.5)	–	–	(9.5)	(0.2)	6 236.3	150.6	6 386.9
United Nations share: main category of expenditure										
Non-post	6 289.9	6 245.8	(9.5)	–	–	(9.5)	(0.2)	6 236.3	150.6	6 386.9
Total	6 289.9	6 245.8	(9.5)	–	–	(9.5)	(0.2)	6 236.3	150.6	6 386.9

Table A.2
Overview of post resources by component

	Full budget (jointly financed activities)/United Nations share		
	2020 approved	2021 estimate	Variance
Full budget (jointly financed activities): post resources			
International Civil Service Commission	45	45	–
Joint Inspection Unit	31	31	–
United Nations System Chief Executives Board for Coordination	14	14	–
Total	90	90	–

Table A.3
Evolution of established post resources by category^a

	2020 approved	2021 estimate	Variance
Professional and higher			
D-2	3	3	–
D-1	5	5	–
P-5	8	8	–
P-4	15	15	–
P-3	8	8	–
P-2/1	5	5	–
Subtotal	44	44	–
General Service			
Principal level	4	4	–
Other level	31	31	–
Subtotal	35	35	–
Total	79	79	–

^a All posts under this section are jointly financed under the established cost-sharing arrangement and are not part of the United Nations regular budget staffing table.

Table A.4
Evolution of temporary post resources by category^{a,b}

	<i>2020 approved</i>	<i>2021 estimate</i>	<i>Variance</i>
Professional and higher			
D-2	11	11	–
Total	11	11	–

^a All posts under this section are jointly financed under the established cost-sharing arrangement and are not part of the United Nations regular budget staffing table.

^b Comprises 11 temporary posts for the inspectors of the Joint Inspection Unit.